



# The New POABC

Association Strategic Plan  
2015 - 2020

be the  
**CHANGE**  
you want to see

Prepared on behalf of the POABC  
by Outlook Consulting



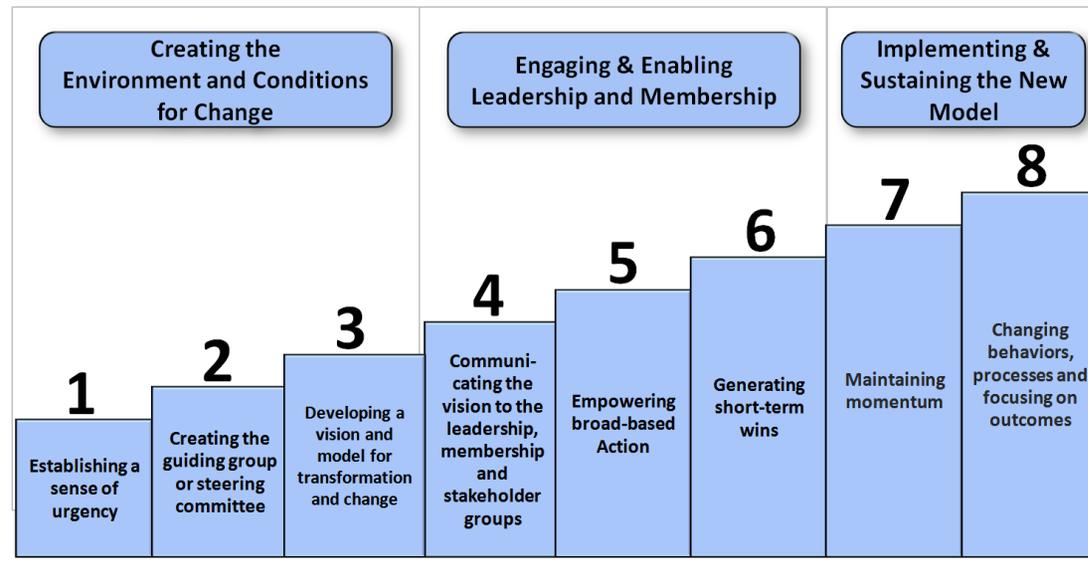
# The New POABC

## Strategic Plan 2015 - 2020



### POABC Transformation and Change

The Change Model



#### CORE NEEDS

- Develop a framework and model for change within the association.
- Develop professional-level organizational and management processes.
- Create and sustain leadership talent and commitment.
- Understand and master visual communication systems and tools.
- Learn to better manage human and financial resources.
- Develop systems for evaluating progress and analyzing problems.
- Formulate solutions to attain desired goals. (e.g. GR activities)
- Develop effective strategies for association growth and development.
- Increase member engagement and work team capacities.
- Increase allied stakeholder participation.



# The New POABC

## Strategic Plan - Executive Summary



### MASTERING CHANGE

The POABC is undertaking significant organizational and directional changes. These changes are not occurring in a vacuum. Globalization, digitalization, the acceleration of business cycles and the commoditization of media and information are impacting the way every organization operates and strategizes.

Not only is the O&P profession not isolated from these changes, in some ways it is more vulnerable than other areas of healthcare to rapid, tectonic shifts in the economy, technology, governmental regulation and communication .

The reason: For decades, O&P professionals have been seen as suppliers to the healthcare field rather than integral to it. To be sure, they are recognized for their value to patient care, but not as members of the core healthcare profession.

Threats to the O&P profession include:

- Stereotyping of orthotists and prosthetists as “retailers” of O&P services.
- Loss of perception as the unique providers of choice in O&P.
- Shrinking or outdated funding systems based on competitive pricing models.
- Disruptive technologies, such as 3D printing, central fabrication and direct ordering that allow other health professionals to encroach.
- New educational standards for health professionals, such as master-level programs for PT’s, AT’s, kinesiologists, orthotists and prosthetists.
- Government and private funders demands for greater accountability, cost-cutting, lower standards and lowest-price product provisions.
- Inter-disciplinary collaboration that is blurring the boundaries of the O&P profession.



# The New POABC

## Strategic Plan - Executive Summary



### TRANSFORMING THE POABC

The POABC Strategic Plan was created to guide the association in its transformation into a highly valued, professional association that effectively represents and serves its members and the O&P profession in British Columbia.

The Strategic Plan not only addresses the needs, challenges, opportunities and aspirations of the POABC, it is a working set of assessment tools, resources, projects and actions that will immediately propel the POABC toward meeting its short-term and long-term goals.

The Strategic Plan has been in development for nearly two years.

It includes the work of dozens of association members and the guidance and involvement of Outlook Consulting.

The assumptions, implications, projects and actions were distilled from live workgroup sessions, in-person and telephone interviews and online polls and questionnaires.

The final result is a comprehensive plan and built-in evaluation system that will guide the POABC leadership, teams and allied stakeholders for the next 3-5 years.

The plan and processes are designed to be flexible, adaptable and responsive.

The goals, projects and actions are designed to change as the POABC grows and as the O&P profession changes.



# The New POABC

## Strategic Plan - Executive Summary



### KEY TRENDS IN CANADIAN HEALTHCARE

The efforts of the POABC to transform its image, operations, perceptions and effectiveness are occurring against a backdrop of major changes in the healthcare system.

The trends include:

- **Prevalence of inter-professional service delivery models** — Collaborative and integrated professional and para-professional care models are the new norm.
- **Increased information-sharing amongst providers** — A need for increased information-sharing across these providers.
- **Accountability** — The need for increased transparency and demonstration of value and accountability.
- **Increasing service demand** — Substantial increases in service demand resulting from the prevalence of chronic diseases and aging populations.
- **Cost containment** — Realities such as aging populations, continued advances in expensive diagnostic tools and skyrocketing drug costs, to name a few, are challenging health policy makers and service providers.
- **Funding model changes** — Experiments are underway to align funding models with population needs and service use, impacting the way facilities and programs are funded.
- **Consumerism and person-centred care** — Consumerism is pushing the need for care to be increasingly personal and innovative, allowing for consumer choice.
- **Transitions in care** — The movement of patients through care settings and the need to ensure patients are receiving care in the most appropriate settings is influencing everything from facility design and location to health care provider education.
- **Aging populations** — Aging populations will lead to increases in the number of people suffering from chronic, expensive-to-treat diseases and disabilities, straining health care systems.
- **Evidence-based medicine** — Data on outcomes will increasingly be used to develop standard protocols for treating many diseases.

## MILESTONES

**April 2015** - Association Needs Assessment begins

**August 2015** - Association Membership Needs Survey

**August 2015** - 1<sup>st</sup> Needs Assessment group session, Vancouver

**September 2015** - 2<sup>nd</sup> Needs Assessment group session, Kelowna

**November 2015** - Current state of association survey

**December 2015** - Needs Assessment project completed

**January 11, 2016** - Needs Assessment results presented to the executive by Outlook Consulting

**January 22, 2016** - Needs Assessment results presented to the membership by the executive, Victoria

**February 11, 2016** - Needs Assessment results presented to membership by Outlook Consulting via webinar

**March 2016** - Strategic Planning Project begins

**April 2016** Strategic Planning group session, Vancouver

**May 2016** - POABC Strategic Plan press release to membership, Vancouver

**May 2016** - Tensegrity Exercise #1 - Member Collaborative Experience

**July 2016** - Tensegrity Exercise #2 - Goals Review and Evaluation

**July 2016** - Tensegrity Exercise #3 - Formation of Project Teams

**August 2016** - Tensegrity Exercise #4 - New Project Team Members Outreach

**September 2016** - Strategic Plan results presented to the executive by Outlook Consulting

**September 2016** - Strategic Plan



# The New POABC

## Spherical Organizational Development





# The New POABC

## Vision, Mission, Values & Purpose



### VISION

The POABC aspires to be a highly valued, well-functioning, dynamic and well-rounded professional association that proactively and effectively represents certified and registered professionals in British Columbia.

### MISSION

The POABC represents certified and registered professionals and private and public facilities in British Columbia, promotes the professional status and standards of practice of its members, cooperates with related organizations in the healthcare community, disseminates information and presents the views of the members via the association executive.

### VALUES

The POABC's governance, structure, operations, management, communication and collaboration processes are guided by these association values:

**Trust and Respect** – The association leadership and membership will establish trusting and respectful relationships within the association and with association stakeholders.

**Accountability and Transparency** – Association leaders, committee and work team members will conduct association activities within the association guidelines of accountability and transparency.

**Follow-through** – Association leaders and committees will strive to consistently and effectively follow-through with association goals, objectives and activities.

**Collaboration** – The association leadership and membership will pursue association goals, objectives and activities through collaborative practices and processes.

### PURPOSE

The purpose of the Prosthetics and Orthotics Association of British Columbia (POABC) is:

- To encourage and promote high standards of professionalism and patient care services in the orthotics and prosthetics profession in British Columbia.
- To promote honourable and ethical practice, and courtesy among certified orthotists, prosthetists and prosthetists/orthotists, technicians and residents in British Columbia.
- To represent the provincial membership in negotiation with paying agencies with regard to the development of policies and procedures relating to the provision of prosthetic and orthotic services and the setting of remuneration values for certified professional services in British Columbia.
- To consider and deal with those common intra-profession problems and challenges of the orthotics and prosthetics profession and service provision and to secure cooperative action in advancing the common purposes of its members.
- To disseminate information of a general economic, social and governmental character, to analyze subjects relating thereto, and to secure and present the views of the members via elected officials to other organizations, the government and the public.
- To cooperate and liaise with other organizations and governmental bodies.



# The New POABC

## Top-level Aspirations and Actions



### **ADOPT A VISION**

Align all association business to a unified vision, mission and purpose that provides a clear direction for organizational development and for the advancement of the profession.

### **BE STRATEGIC**

Adopt a strategic and long-term approach for all association planning, decision-making and activities, including private and public funder communication, negotiations and relationships.

### **TRANSFORM THINKING**

Abandon past patterns of rationalization, complacency and victimization. Create a new future. Focus on becoming a *well-rounded*, healthy, robust professional association.

### **DEPLOY NEW PROCESSES**

Develop new teamwork, time management, conflict resolution and group collaboration techniques that use time and resources most effectively.

### **DEVELOP LEADERSHIP**

Commit to the long-term development of effective, motivated leaders who lead by example as they champion the association vision, mission, purpose and strategies.

### **BUILD TRUST**

Commit association leaders and the general membership to acting consistently, transparently and collaboratively in all interactions with fellow members and other O&P stakeholders.

### **COLLABORATE, CO-CREATE, COMMUNICATE**

Establish new patterns of individual and group interaction based on clear guidelines and consistent methodologies for co-creation, communication and inclusion.

### **MEASURE PROGRESS**

Continuously assess stakeholder satisfaction, understanding, attitudes, project effectiveness and overall progress toward the goals of the POABC and its vision, mission and purpose.

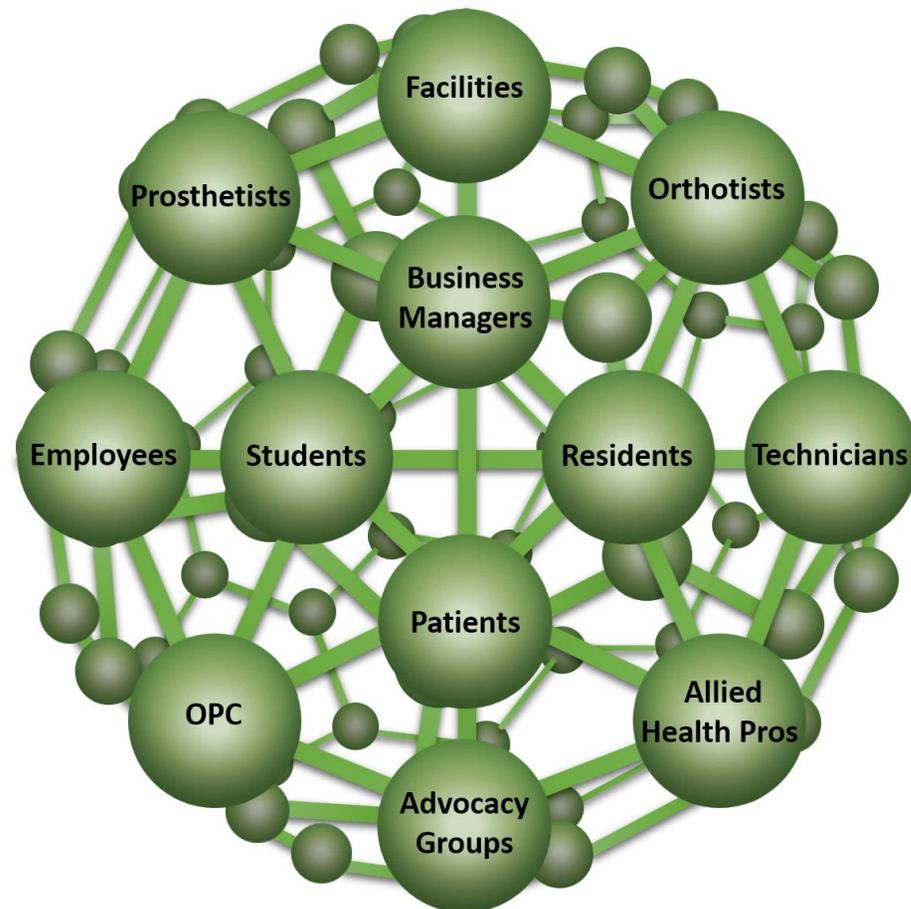


## The New POABC Stakeholder Universe



### INTERCONNECTED and INTERDEPENDENT

- Success in the O&P profession -- as an organization, as individual businesses and practitioners -- depends upon coordination, collaboration and understanding among the entire stakeholder universe.
- The POABC must view itself as an integral part of the healthcare field, and must maintain a high level of awareness of the activities and priorities of all stakeholders.
- Each of the stakeholder groups has its own needs and priorities, but none is separate from the whole.
- In its activities and ambitions the POABC must account for and address the needs of all O&P stakeholders.
- The success of one segment of the profession depends on the success of all stakeholder spheres.
- During the Collaborative Member Work Session in Kelowna in 2015, the participants began the process of identifying the stakeholder spheres and understanding the needs of each segment.
- The needs assessment process must be ongoing and include all stakeholder groups.
- The overriding goal is to address and satisfy the needs of each segment of the profession to the greatest degree possible.





# The New POABC

## Assumptions and Implications



### ASSUMPTIONS

Successful implementation of the strategic plan is based on the following assumptions:

- The POABC membership will actively and whole-heartedly embrace the vision for the association and a new future for certified and registered professionals in BC.
- The POABC executives, board of directors and project team leaders will set an example and champion the vision and the strategy for the future
- Members will step up and actively support and participate in the association activities and projects as outlined in the Strategic Plan.
- Facilities and members will demonstrate their belief and trust in the association by providing the necessary financial support to operate the association at a professional level.

### IMPLICATIONS

By successfully implementing the strategic plan the POABC will:

- Fulfill its vision, mission and goals.
- Be positioned as the legitimate representative of certified and registered O&P professionals in BC.
- Become integral to the provincial healthcare system.
- Uphold its responsibility to its members.
- Assist O&P professionals to adapt to changes in the healthcare field.
- Become central to the process of building and maintaining stakeholder relationships, in particular relationships with private and public funders.
- Ensure its own long-term future.



# The New POABC

## Documents and Media (on file)



### **NEEDS ASSESSMENT PROJECT**

- Outlook Consulting 2015 Needs Assessment Proposal
- Needs Assessment Current State-Future State Mindmap
- Needs Assessment 2015 Membership Surveys and Questionnaires
- Vancouver 2015 Needs Assessment Group Session
- Kelowna 2015 Needs Assessment Group Session
  - Stakeholder Spheres
  - Worse and Better Exercise
  - Needs Assessment Membership Presentation
- POABC Executive and Membership Needs Assessment Webinar
- Leadership Discussion Materials
- Photos and Videos

### **VANCOUVER 2016 STRATEGIC PLANNING SESSION**

- Outlook Consulting 2016 Strategic Planning Proposal
- Pre-Session Strategic Plan Steering Committee Reading Materials
- Strategic Plan Press Release
- Strategic Planning Session Membership Report Presentation
- POABC 5-Year Strategic Plan Project Toolkit and Worksheets
- Executive and Membership Strategic Plan Orientation Presentation
- POABC Executive and Membership Strategic Plan Webinar



# The New POABC

## 18 Strategic Goals

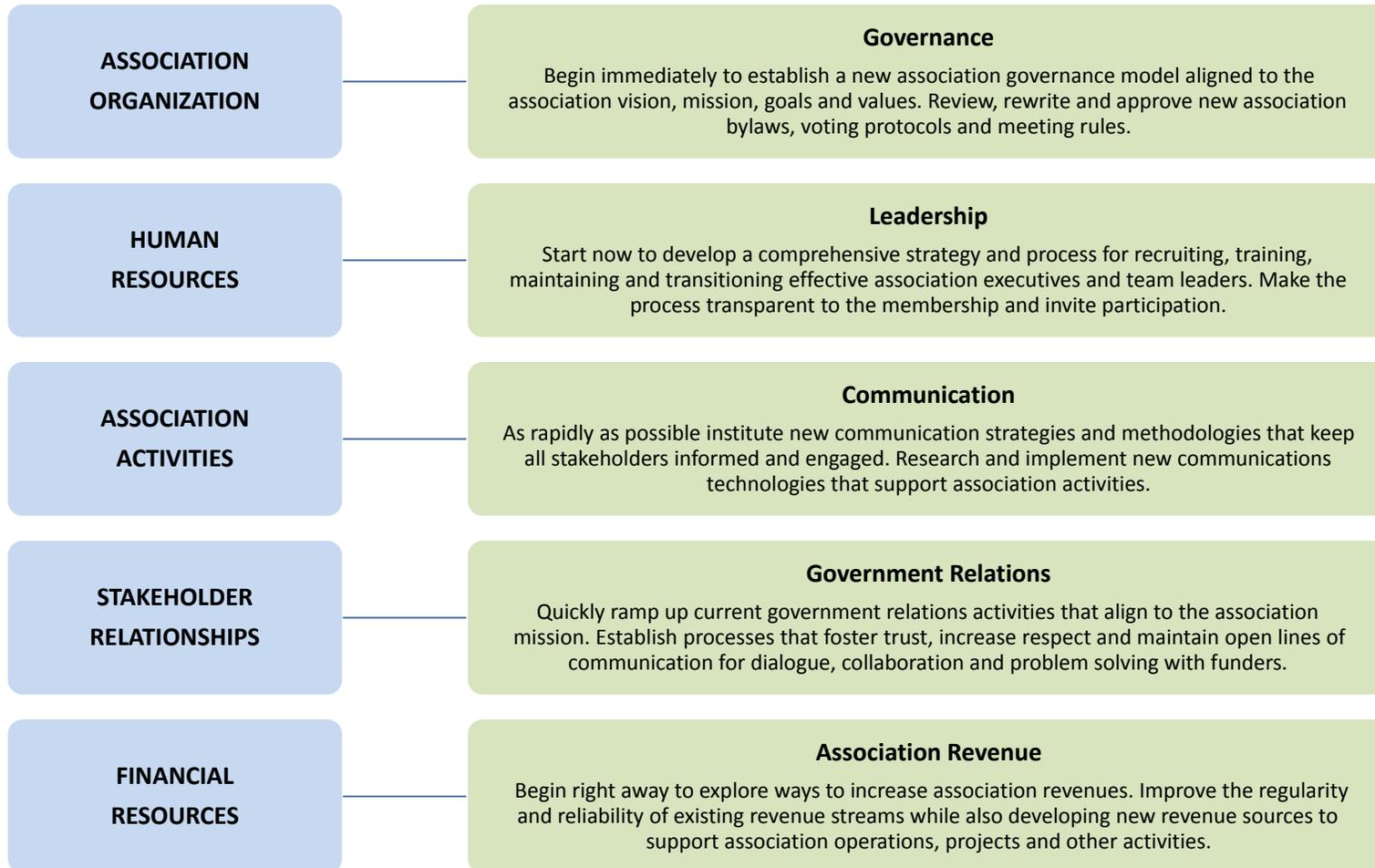


<b>PURPOSE &amp; MISSION</b>	Establish a clear purpose, mandate, vision and mission that provides a clear direction and guides the association's organizational development and professional activities.
<b>STRATEGIC PLAN</b>	Develop a comprehensive strategic plan that will guide the activities and strategies of the association leadership and membership over the next 5 years.
<b>GOVERNANCE</b>	Establish a new association governance model aligned to the association vision, mission, goals, values and bylaws.
<b>LEADERSHIP</b>	Develop a process for recruiting, training, maintaining and transitioning effective association executives and team leaders.
<b>TEAMS &amp; COMMITTEES</b>	Develop committee and work team members with the necessary capacities to effectively collaborate and engage in association projects, initiatives and activities.
<b>OUTSIDE EXPERTS</b>	Establish effective and collaborative working relationships with outside experts (lawyers, consultants and business specialists).
<b>ONGOING PLANNING</b>	Develop a collaborative process for regularly evaluating and updating the overall association strategic plan as well as the strategies for individual projects and initiatives.
<b>PROJECT MANAGEMENT</b>	Develop management methodologies and evaluation systems for implementing and maintaining association projects and initiatives.
<b>COMMUNICATIONS</b>	Research, select and implement communications technologies that support stakeholder relationships, projects and association activities.
<b>DATA COLLECTION &amp; ANALYSIS</b>	Collect, analyze and share certified service provision data and research that improves best practices, demonstrates value, and validates association positions, proposals and funding.
<b>MARKETING, PR &amp; BRANDING</b>	Develop and deliver clear, consistent messaging that positions the association and certified professionals in British Columbia as a valuable and integral part of the healthcare system.
<b>MEMBERS &amp; FACILITIES RELATIONSHIPS</b>	Initiate programs and activities, including professional development opportunities, that promote strong professional relationships based on mutual needs, trust, respect and collaboration.
<b>ALLIED HEALTH RELATIONSHIPS</b>	Cultivate and maintain mutually beneficial relationships with allied health professionals.
<b>FUNDERS RELATIONSHIPS</b>	Establish processes that foster trust, increase respect and maintain open lines of communication for dialogue, collaboration and problem solving with funders.
<b>ADVOCACY GROUP RELATIONSHIPS</b>	Create an open and lasting relationship with patient advocacy groups that is mutually supportive of orthotics and prosthetics patient outcomes.
<b>OPC RELATIONSHIP</b>	Develop a collaborative working relationship with the OPC that supports the POABC's mandate to represent certified professionals in British Columbia.
<b>FINANCE &amp; BUDGETS</b>	Develop and implement an association financial strategy, accounting system and budgeting process that is consistent, professional, transparent and sustainable.
<b>ASSOCIATION REVENUE</b>	Increase revenues from existing sources and develop new revenue sources for association operations and activities.



# The New POABC

## Top 5 Priorities (by category)





# The New POABC

## Strategic Plan Sphere



- The Strategic Plan Sphere provides a way to look at all of the goals of the association in a single, integrated view.
- When looking at the Sphere Model it is easy to see that all aspects of the association are interconnected and interdependent.
- By keeping an eye on the "big picture" association leaders, project team members, members and allied stakeholders can see what "shape" the association is in at any given time. They also see how their actions contribute to the overall health and dynamics of the whole organization.



# The New POABC

## Strategic Plan Progress Assessment Sphere

PROJECT	EVAL
Purpose & Mission	5
Strategic Plan	3
Governance	2
Leadership	4
Teams & Committees	2
Outside Experts	3
Ongoing Planning	3
Project Management	2
Communication	1
Data Collection & Analysis	2
Marketing, PR & Branding	3
Member & Facility	3
Allied Health Professionals	3
Private & Public Funders	2
Advocacy Groups	1
OPC	1
Finances & Budgets	2
Association Revenue	2

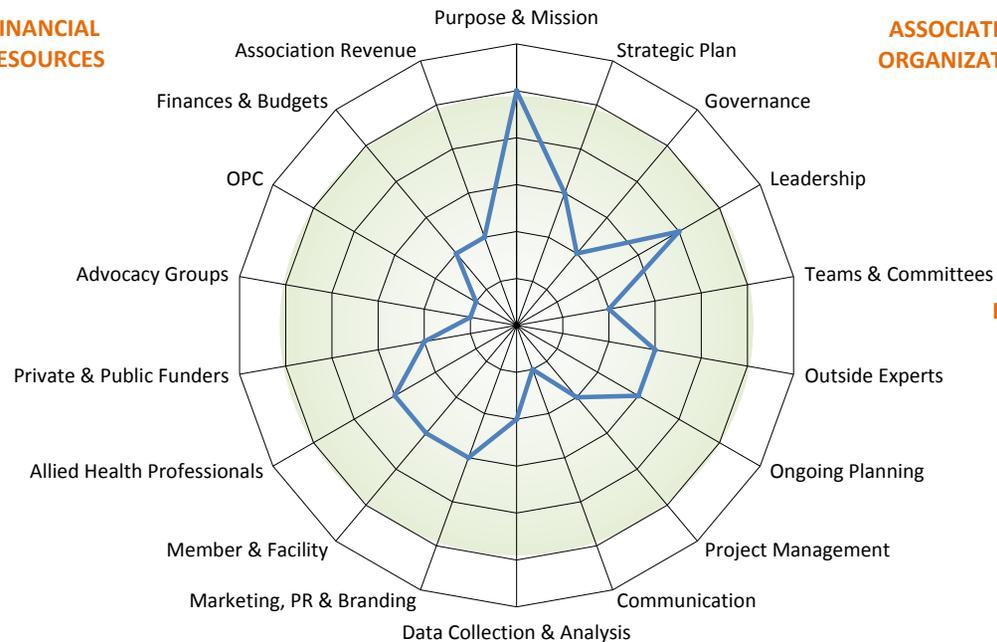
**STAKEHOLDER RELATIONSHIPS**

**FINANCIAL RESOURCES**

**ASSOCIATION ORGANIZATION**

**HUMAN RESOURCES**

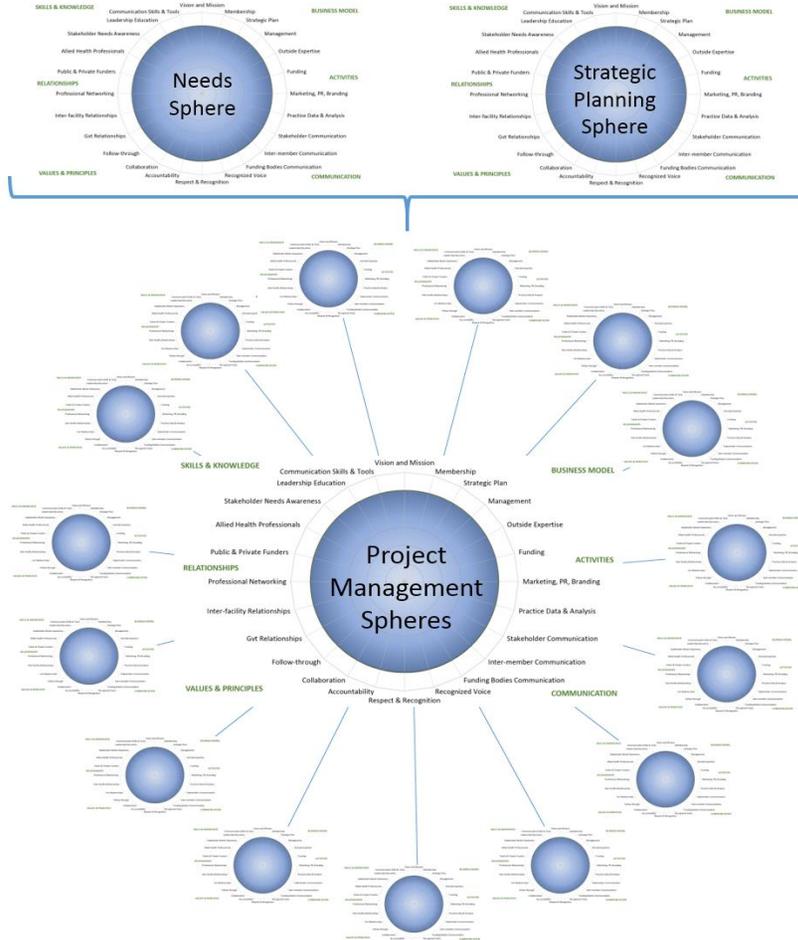
**ASSOCIATION ACTIVITIES**



5 = Task completed to satisfaction  
 >5 = Task exceeds expectations  
 <5 = Task not completed to satisfaction

Prepared by Outlook Consulting on behalf of the POABC  
 Sphere Model - Copyright (c) 2016 C<sub>00</sub> Communications

- The Strategic Plan Sphere depicts the 18 needs in 5 categories as identified by the needs assessment work groups and the Strategic Plan Steering Committee.
- The evaluations numerically and graphically depict the current state of each need.
- The desired goal for each need is represented by the outer edge of the green circle.
- The shape formed by the blue line represents the current condition (shape) of the association as evaluated by the participating stakeholders.



## The New POABC Spherical Organizational Development



- The Spherical Organizational Development process includes a series of visualizations designed to help the POABC become a more professional association.
- The Needs Assessment mapped the list of challenges onto a sphere model that represents the current condition and desired condition of the POABC.
- The Needs Sphere evolved into the Strategic Plan Sphere, which is designed to guide the POABC for the next 3-5 years.
- The Strategic Plan Sphere spawned 18 individual Project Spheres that will direct the actions and activities of teams and committees.
- The teams will continually re-evaluate their projects using the sphere models to determine the current condition (shape) of the project.
- The resulting shape of the individual project spheres determine the overall shape of the Strategic Plan Sphere and the health of the organization.



**NEED** Association Organizational Development

**PROJECT** Strategic Planning

**GOAL** Develop a clear and comprehensive strategic plan that will guide the association leadership and membership over the next 5+ years.

**BUDGET** \$30,000      **DURATION** Jan. 17, 2015 - Sept. 24, 2016

**TEAM LEAD** Markus Saufferer      **CONSULTANTS** Ray Guyot, Rob Lindstrom

**TEAM** Kees Beek, David Dillon, Gord Dillon, Travis Finlayson, Lori Hampson, Scott Hedlund, Andrew Hoy, Randy Kramer, Tom McKee, Michael Prystai, Rachel Tius, Jarrod Tucker

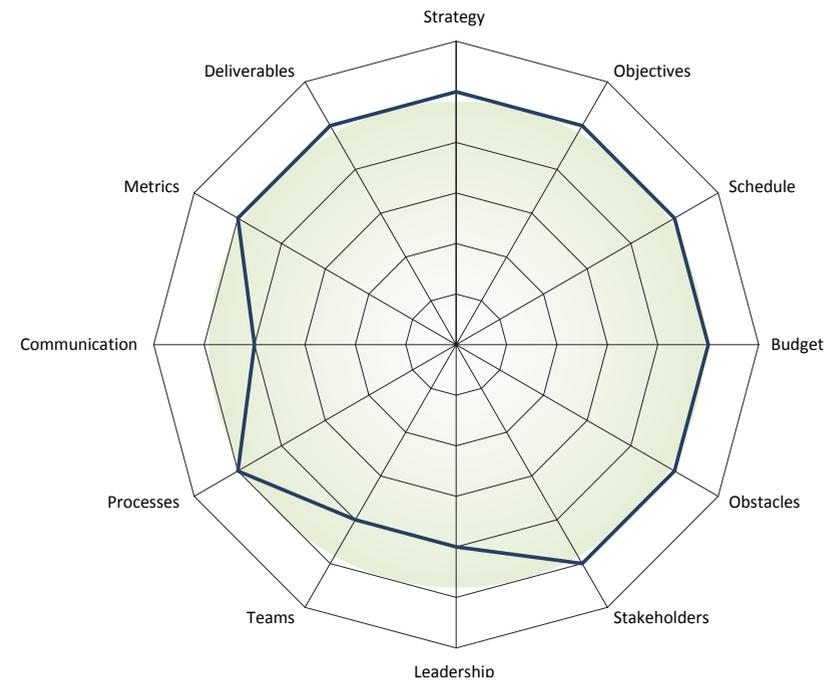
Project Priorities and Phases

1. Conduct a two-part Needs Assessment
2. Develop a Needs Assessment Sphere
3. Create a 14-person Strategic Plan Steering Committee (w/ 2 alternates)
4. Conduct a 3-day intensive strategic planning session.
5. Complete 4 online tensegrity exercises.
6. Organize the strategic plan into 18 team-based projects.
7. Add goal, budget, duration, team and team lead to projects (where possible).
8. Brief POABC executive on the plan and implementation processes.
9. Present the Strategic Plan to the membership during annual conference.

NEEDS EVAL ASSESSMENT

Strategy	5	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	5	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	5	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
Budget	5	Is there a realistic budget for the project? Is the project on budget?
Obstacles	5	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	5	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	4	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	4	Are the members committed to the project? Are the team members performing as required?
Processes	5	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	4	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
Metrics	5	Are the metrics in place to measure progress and success? Are the metrics being regularly updated in the sphere model?
Deliverables	5	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

Strategic Plan Project Sphere



5 = Need completed to satisfaction  
 >5 = Need exceeding expectations  
 <5 = Need not completed to satisfaction

	NEEDS	STRATEGIC PLAN ACTIONS
<b>Strategy</b>		Develop a clear and contextual understanding of what guides association planning, decision-making and activities.
<b>Objectives</b>		Develop a strategic position and value proposition statement that will guide all POABC private and public funder communication discussions, negotiations, activities and relationships.
<b>Schedule</b>		Confirm the association purpose, vision and mission statements with the membership within 30 days of completion of the strategic plan.
<b>Budget</b>		Contained in budget for strategic planning.
<b>Obstacles</b>		To meet the challenge of defining the purpose and mission will require a vision that incorporates all aspects of the O&P profession.
<b>Stakeholders</b>		Encourage and invite POABC members and certified professionals to participate in modifying and approving the statement of purpose.
<b>Leadership</b>		POABC leaders champion and “sell” the POABC purpose, vision and mission, to the membership and the profession.
<b>Teams</b>		The Strategic Plan Steering Committee and other participants in the process create the purpose, vision and mission statements.
<b>Processes</b>		Development of the purpose, vision and mission statements emerge from meetings and exercises organized by consulting partners.
<b>Communication</b>		Co-creation, communication and collaboration activities include meetings webinars, discussion threads, and exercises that encourage member participation in developing the purpose, vision and mission statements.
<b>Metrics (KPI's)</b>		Member survey gauges membership reaction, understanding and approval of the POABC purpose, vision and mission statements.
<b>Deliverables</b>		Association purpose, vision and mission statement sheets are prepared for membership distribution and use within association communication channels.

#### ADDITIONAL ACTIONS

- 1.
- 2.

#### PROJECT LOG

- **April 2015** - Association Needs Assessment begins
- **August 2015** - Association Membership Needs Survey
- **August 2015** - 1<sup>st</sup> Needs Assessment group session, Vancouver
- **September 2015** – 2<sup>nd</sup> Needs Assessment group session, Kelowna
- **November 2015** – Current state of association survey
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- **July 2016** - Tensegrity Exercise #3 – Formation of Project Teams
- **August 2016** - Tensegrity Exercise #4 – New Project Team Members Outreach
- **September 2016** – Strategic Plan results presented to the executive by Outlook Consulting
- **September 2016** – Strategic Plan presented to membership by the Steering Committee, Kelowna



**NEED** Association Organizational Development

**PROJECT** Governance

**GOAL** Establish a new association governance model aligned to the association vision, mission, goals, values and bylaws.

**BUDGET** TBD **DURATION** 12 months

**TEAM LEAD** Markus Saufferer **CONSULTANTS** TBD

**TEAM** Gord Dillon, Travis Finlayson, Randy Kramer, Tom McKee

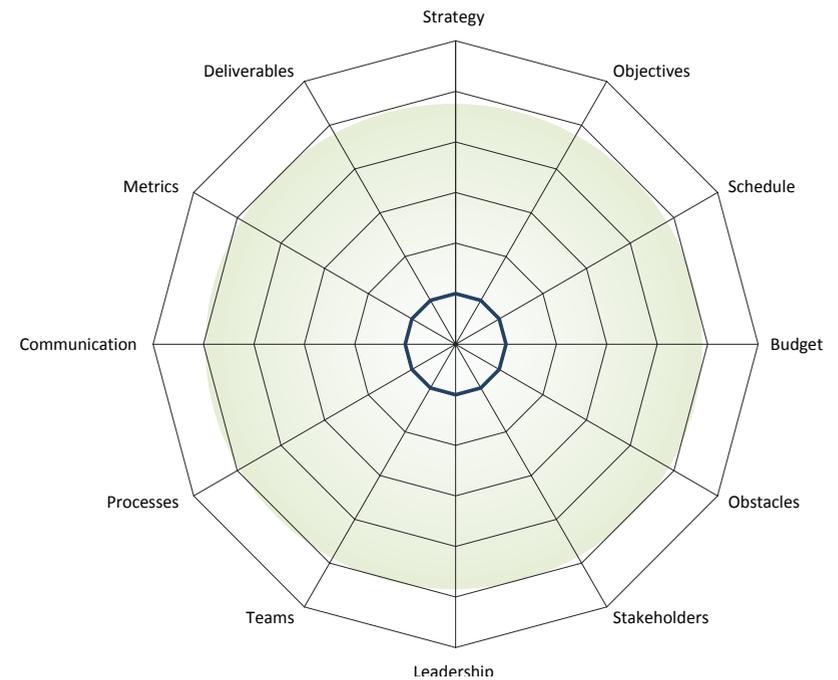
Project Priorities and Phases

1. Create new by-laws and governance, policy and procedures documents.
2. Establish association processes and procedures for powers of directors, membership, discipline, committees, meetings, communication, decision-making, dispute resolution, and funding.
3. Develop an association facility agreement, funder relationship (FR) committee charter, workplan and terms of reference (TOR) documents.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	1	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
Budget	1	Is there a realistic budget for the project? Is the project on budget?
Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
Metrics	1	Are the metrics in place to measure progress and success? Are the metrics being regularly updated in the sphere model?
Deliverables	1	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

Strategic Plan Project Sphere



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NEEDS

GOVERNANCE ACTIONS



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Association legal counsel selected to establish an association governance model and development process.
- Outside experts retained to help develop the governance model.
- Legal services budget set and established for association by-laws development.
- Membership satisfaction with new association governance structures and processes measured.



<b>NEED</b>	Human Resources		
<b>PROJECT</b>	Leadership		
<b>GOAL</b>	Develop a process for recruiting, training, maintaining and transitioning effective association executives and team leaders.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	TBD
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

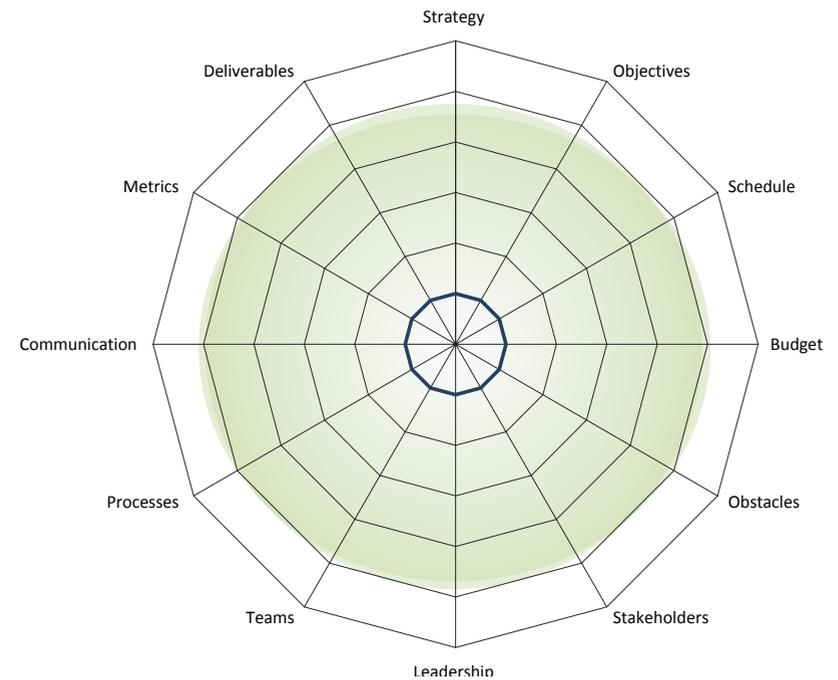
Project Priorities and Phases

1. Establish new association group work processes and guidelines.
2. Educate and orient association executive and project team leaders to the new governance model, association processes and procedures.
3. Establish a “learning” budget for POABC executive and committees.
4. POABC executive and team leaders introduce and transfer new association governance and work processes to their committees and project teams.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
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Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
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Strategic Plan Project Sphere



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NEEDS

LEADERSHIP ACTIONS

<b>Strategy</b>	<p>Educate and orient the first generation of association leaders to the new association governance model, processes and procedures; and association co-creation, communication and collaboration processes.</p> <p>Adopt a “train the trainers” approach to transfer association leadership knowledge and skills to new association board members and team leaders.</p>
<b>Objectives</b>	<p>Provide POABC executives with a working knowledge of association management processes and a plan to immediately apply processes to day-to-day association operations.</p>
<b>Schedule</b>	<p>Identify learning and orientation activities for the for the POABC executive within the first 120-day period of the strategic planning implementation process.</p>
<b>Budget</b>	<p>Establish a “learning” budget for POABC executive and committees. Projected cost estimate for initial on-line leadership and committee training and leadership coaching \$10,000.</p>
<b>Obstacles</b>	<p>No interest in leadership positions. Insufficient expertise of leaders. Frequent association executive turnover. Leaders are not supported by membership. Leadership experience is unfulfilling and leaders feel unappreciated.</p>
<b>Stakeholders</b>	<p>Invite association membership to participate in orientation webinars, activities and sessions. Record webinar sessions and provide access and resource materials to members.</p>
<b>Leadership</b>	<p>Utilize association governance guidelines, procedures, materials and processes within their meetings and membership discussions. Draw members into the new processes in a positive and engaging learning experience.</p>
<b>Teams</b>	<p>Team leaders introduce and transfer new association governance and work processes to their committees and teams.</p>
<b>Processes</b>	<p>Align existing association work and communication processes and activities to the POABC strategic plan and recommendations.</p> <p>Establish new group work processes and guidelines.</p>
<b>Communication</b>	<p>Communicate new association governance changes, guidelines, communication and decision-making processes through regular updates within the POABC website, official communication channels and Facebook site.</p> <p>Organize membership communication activities (webinars, discussion threads, discussion and position papers) that encourage member participation in topics related to POABC projects and activities.</p>
<b>Metrics (KPI's)</b>	<p>Survey membership ‘understanding’, ‘satisfaction’ and ‘effectiveness’ with new association governance structures and processes.</p>
<b>Deliverables</b>	<p>Collect, assemble, acquire new leadership resource materials to circulate and share with association leaders.</p>

**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Orientation session for POABC executive, committee and project team leaders delivered.
- Membership orientation webinars and sessions delivered.



<b>NEED</b>	Human Resources		
<b>PROJECT</b>	Teams & Committees		
<b>GOAL</b>	Develop committee and work teams with the necessary skills to effectively engage in association projects, initiatives and activities.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	TBD
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

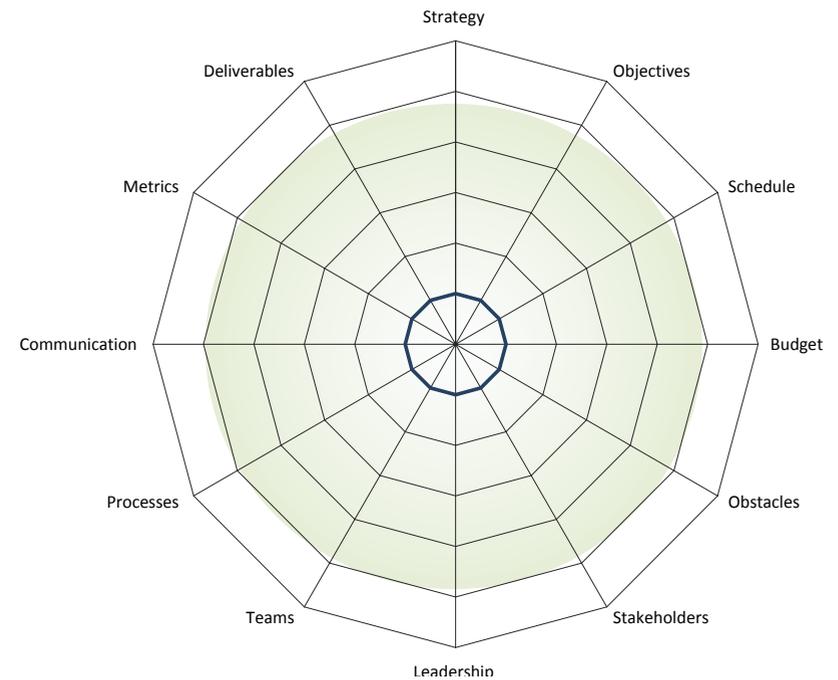
Project Priorities and Phases

1. Establish new association group work processes and guidelines.
2. Educate and orient association executive and project team leaders to the new governance model, association processes and procedures.
3. Establish a “learning” budget for POABC executive and committees.
4. POABC executive and team leaders introduce and transfer new association governance and work processes to their committees and project teams.

NEEDS EVAL ASSESSMENT

Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	1	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
Budget	1	Is there a realistic budget for the project? Is the project on budget?
Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
Metrics	1	Are the metrics in place to measure progress and success? Are the metrics being regularly updated in the sphere model?
Deliverables	1	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

Strategic Plan Project Sphere



5 = Need completed to satisfaction  
 >5 = Need exceeding expectations  
 <5 = Need not completed to satisfaction



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Orientation session for committee and project team leaders delivered.
- Membership orientation webinars and sessions delivered.



<b>NEED</b>	Human Resources		
<b>PROJECT</b>	Outside Experts & Specialists		
<b>GOAL</b>	Establish collaborative working relationships with outside experts to assist association leaders and committees in fulfilling their duties.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	TBD
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

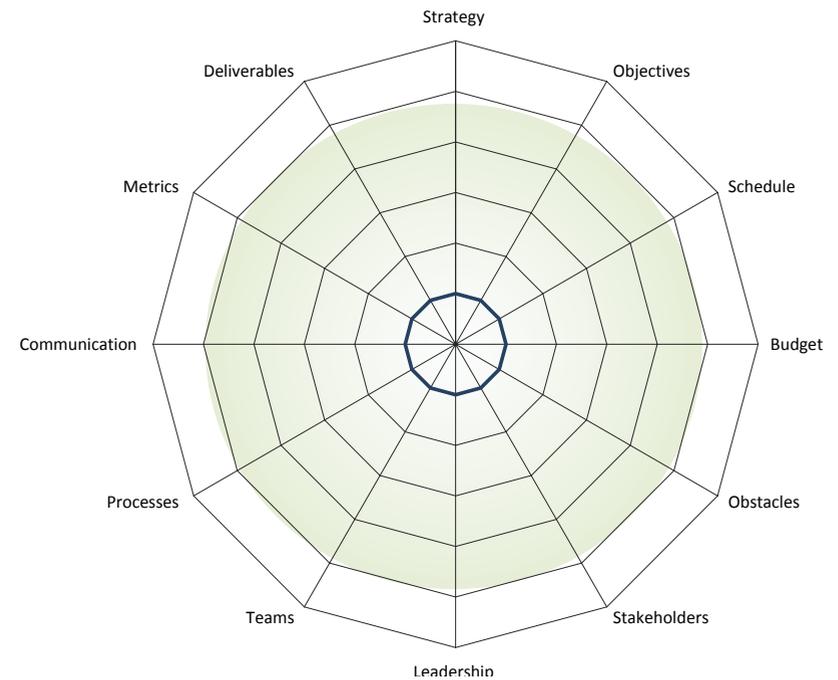
Project Priorities and Phases

1. Determine the level of assistance required from outside experts to implement the POABC strategic plan and to support association leaders and committees in their activities.
2. Establish the criteria for selecting and working with outside experts and identify the role consultants, experts and specialists will play in projects and initiatives.
3. Distribute project workload between association leaders, committees and outside experts.
4. Establish a budget to launch and implement the association strategic plan. Identify outside experts/consultants fees and costs.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
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Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
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Deliverables	1	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

Strategic Plan Project Sphere

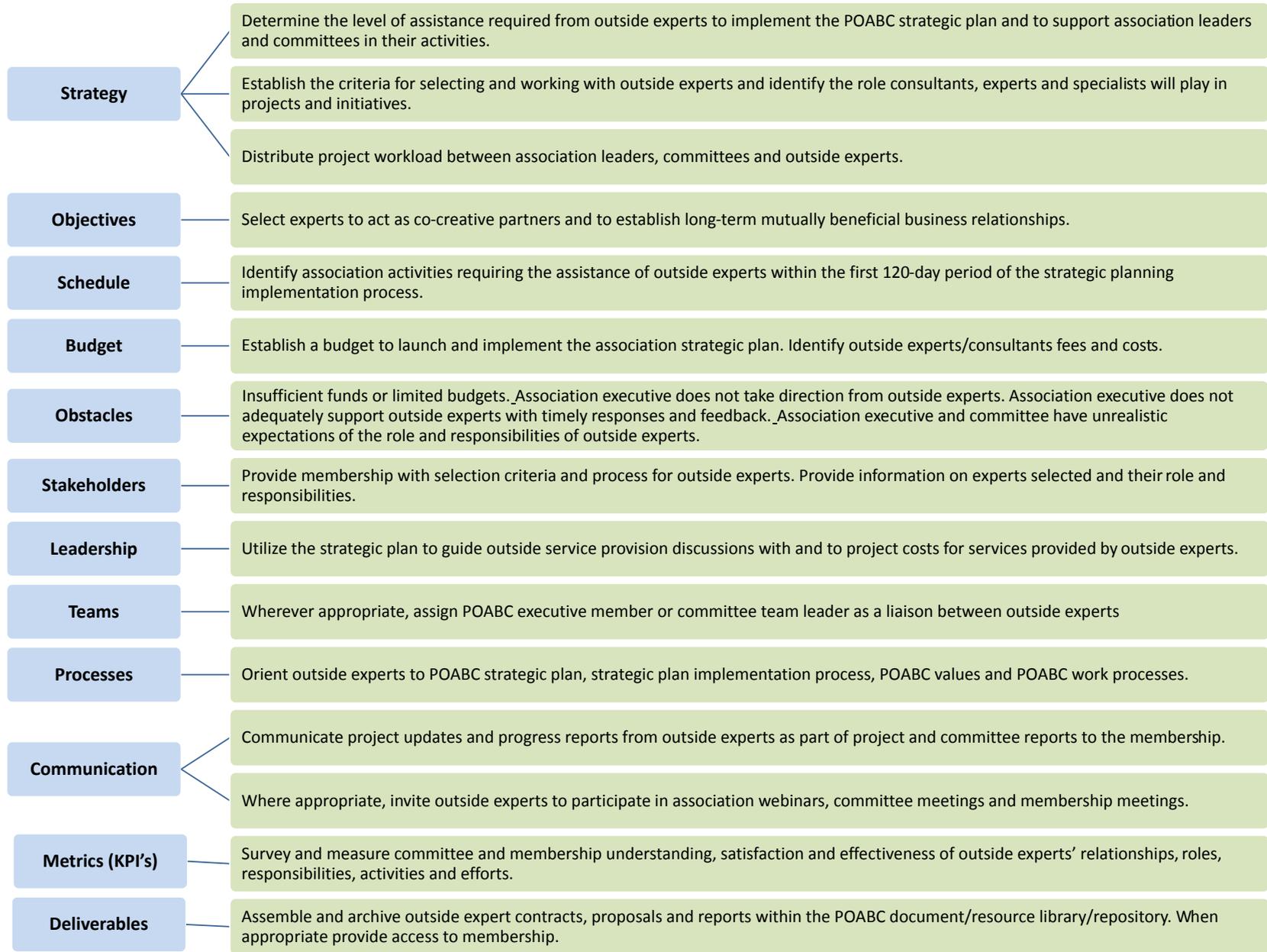


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NEEDS

OUTSIDE EXPERTS & SPECIALISTS ACTIONS



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Outside experts are selected and oriented to POABC strategic plan, strategic plan implementation process, POABC values and POABC work processes.
- Outside expert contracts, proposals and reports are incorporated within the POABC document/resource library/repository.



<b>NEED</b>	Association Activities		
<b>PROJECT</b>	Ongoing Strategic Planning		
<b>GOAL</b>	Develop a collaborative process for regularly evaluating and updating the association strategic plan and strategies for projects and initiatives.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

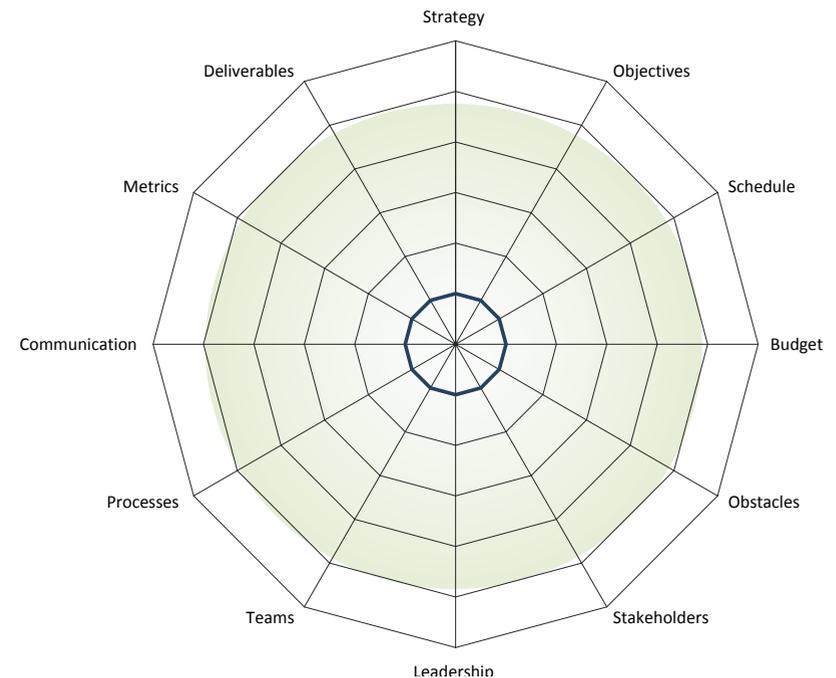
Project Priorities and Phases

1. Establish a routine for quarterly or annual reviews of the strategic plan and project workplans as part of the association annual schedule.
2. List and post association recurring and cyclical activities on the POABC website as important dates and yearly events.
3. Briefs committee team leaders on strategic plan reviews and adjustments. Team leaders' brief committee members and work teams.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	1	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
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Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
Metrics	1	Are the metrics in place to measure progress and success? Are the metrics being regularly updated in the sphere model?
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## NEEDS

## ONGOING PLANNING ACTIONS

<b>Strategy</b>	Establish a routine for quarterly or annual reviews of the strategic plan and project workplans as part of the association annual schedule.
<b>Objectives</b>	Include a strategic plan review and project plan review within association executive and committee to-do or task lists.
<b>Schedule</b>	List and post association cyclical activities on the POABC website within the first 120-day period of the strategic planning implementation process.
	Set a date for a review of the strategic plan at 180 days.
<b>Budget</b>	No budget required. Zero impact unless outside services are required.
<b>Obstacles</b>	No team leaders available. Insufficient project members or lack of interest for project.
<b>Stakeholders</b>	Provide membership with the results of the first strategic plan review and the plan adjustments accompanied by a rationale for the adjustments.
<b>Leadership</b>	Review and discuss adjustments to the strategic plan to identify influence factors and actions required to overcome challenges and obstacles to plan implementation.
<b>Teams</b>	Association executive briefs committee team leaders on strategic plan reviews and adjustments. Team leaders' brief committee members and work teams.
<b>Processes</b>	Standardize and streamline reporting processes. Develop a report/briefing template or format for distributing reports and briefing points.
<b>Communication</b>	Create a discussion thread or discussion area for strategic planning reviews. Engage membership in the strategic plan review process.
<b>Metrics (KPI's)</b>	Survey/poll membership and measure understanding, satisfaction and effectiveness of the strategic plan review process, results of the review and items of interest.
<b>Deliverables</b>	Develop ongoing strategic plan review reports and briefing materials.

**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- First strategic plan review and plan adjustments conducted.
- Discussion thread or discussion area for strategic planning reviews created.
- Strategic plan review reports and briefing materials circulated to membership.



<b>NEED</b>	Association Activities		
<b>PROJECT</b>	Project Management		
<b>GOAL</b>	Develop management methodologies and evaluation systems for implementing and maintaining association projects and initiatives.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

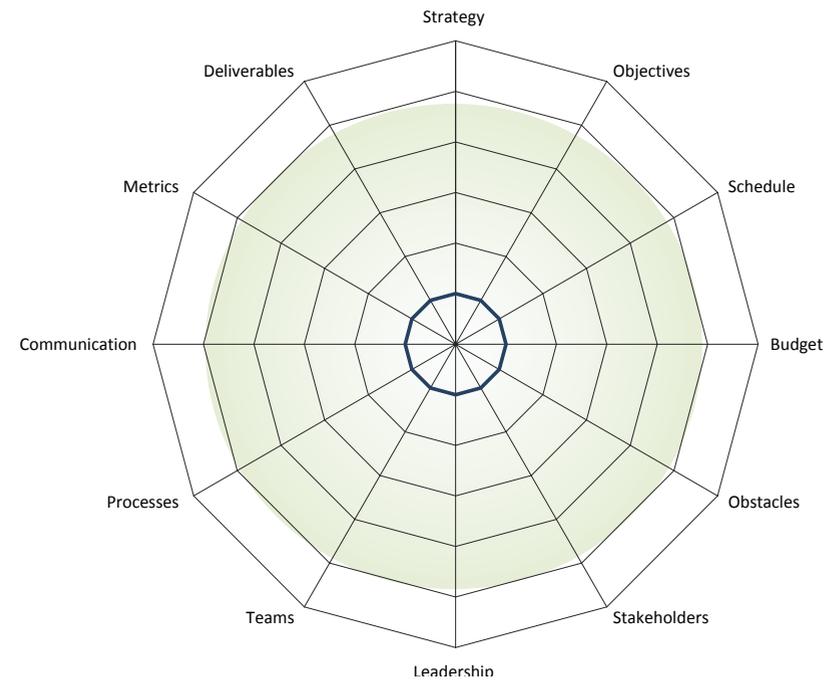
Project Priorities and Phases

1. Organize, guide and manage association activities and tasks within project management methodologies and practices.
2. Establish on-line project work spaces to support committees and teams in their activities.
3. Review project management process resources to understand project management techniques and processes.
4. Determine costs of project management resources materials (books, on-line courses) and include as part of the learning/training budget for association leadership and committee team leaders.

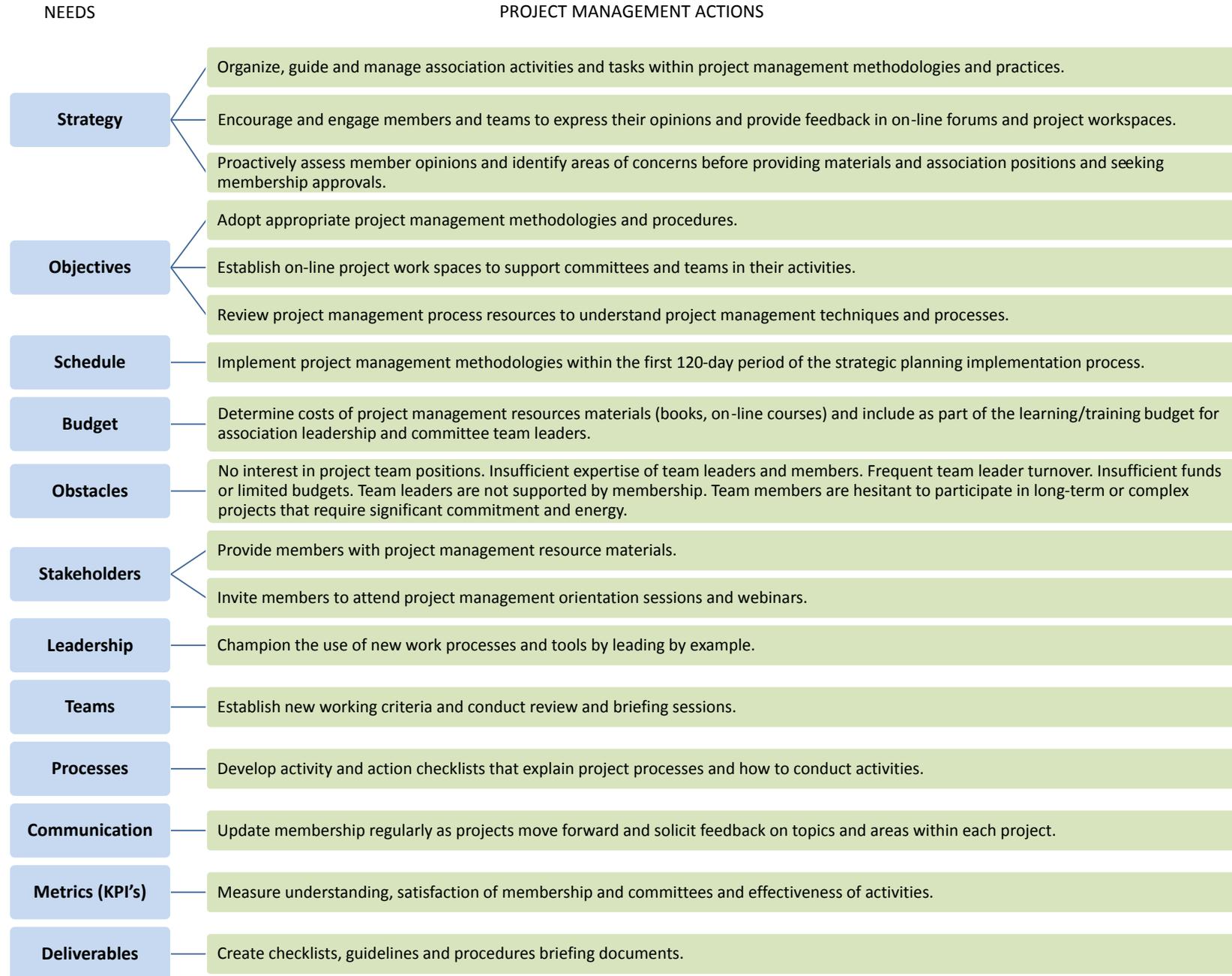
NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
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Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
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Deliverables	1	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Project checklists, guidelines and procedures briefing documents are completed.
- Project team members attend project management orientation sessions and webinars.
- Project activity and action checklists that explain project processes and how to conduct project activities are provided to project teams.



<b>NEED</b>	Association Activities		
<b>PROJECT</b>	Communications		
<b>GOAL</b>	Research, select and implement communications technologies that support stakeholder relationships, projects and association activities.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

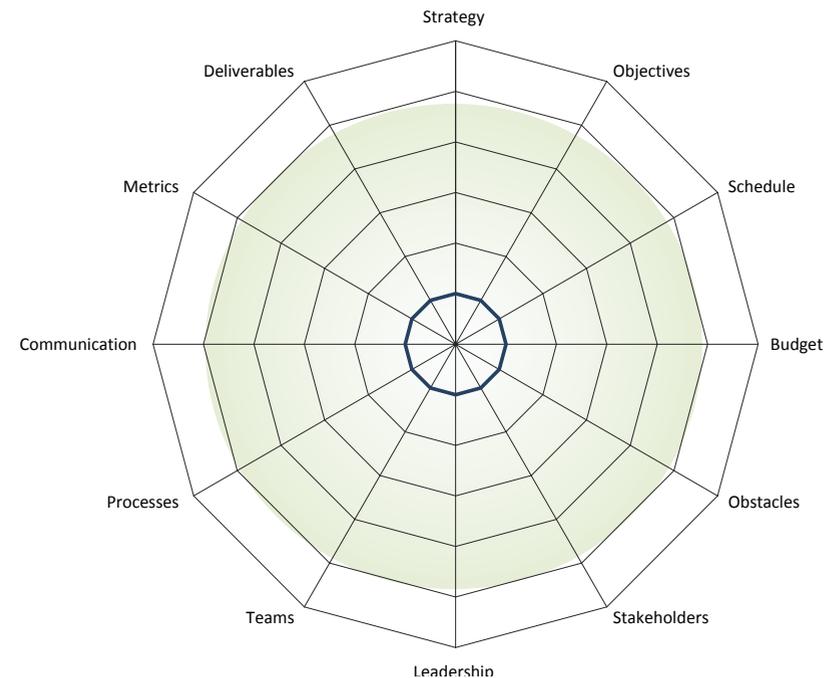
Project Priorities and Phases

1. Develop a clear communication strategy and plan to communicate to POABC stakeholders.
2. Create key association messages for various stakeholders and disseminate messages through established association communication channels.
3. Adopt computer-based communication technologies to provide association learning activities and allow member participation where travel to face-to-face encounters is not practical.
4. Establish budgets to acquire communication tools and systems.
5. POABC executive and committees utilize communication systems and tools to deliver key messages to members and stakeholders.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
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Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
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## NEEDS

## COMMUNICATIONS ACTIONS



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- New communication technologies are selected and incorporated within the association.
- Membership is oriented to new communication systems tools, and processes



<b>NEED</b>	Association Activities		
<b>PROJECT</b>	Data Collection & Analysis		
<b>GOAL</b>	Collect, analyze and share data and research to improve best practices, demonstrate value, and validate association proposals and funding.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

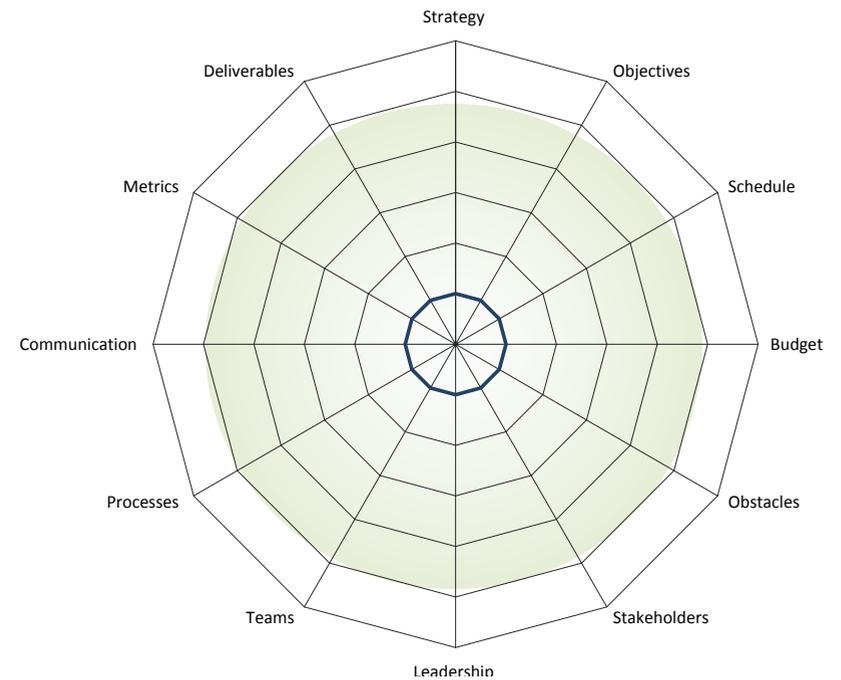
Project Priorities and Phases

1. Develop a data collection and analysis plan for the POABC and Funders project.
2. Establish effective and manageable service provision data collection and analysis systems.
3. Identify requirements for facility data submissions to the POABC and Funders project.
4. Establish agreements and terms of cooperation and data sharing with facilities to share service data and service delivery practices.
5. Establish a data collection and analysis system and process budget.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Facilities and members are surveyed on their willingness to participate within data sharing.
- Discussion papers outlining facility data sharing scenarios and options are circulated to facilities and members.
- Service provision data is incorporated in association funder requests and proposals to validate the value and benefits of certified services.
- Service provision data reports, databases and statistical data are shared with membership.



<b>NEED</b>	Association Activities		
<b>PROJECT</b>	Marketing, PR & Branding		
<b>GOAL</b>	Develop consistent messaging that positions the POABC and certified professionals in BC as a valuable part of the healthcare system.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

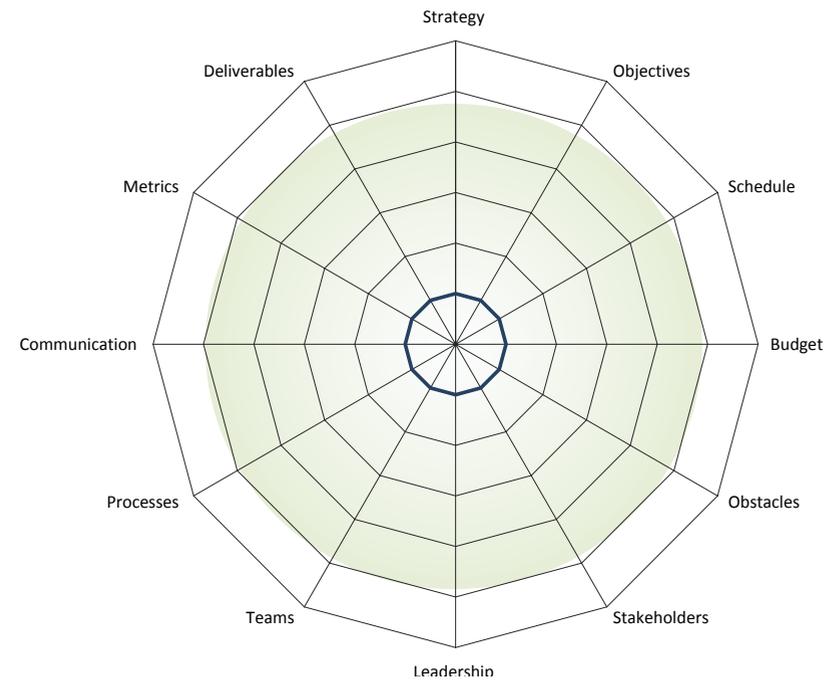
Project Priorities and Phases

1. Organize, guide and manage association activities and tasks within project management methodologies and practices.
2. Establish on-line project work spaces to support committees and teams in their activities.
3. Review project management process resources to understand project management techniques and processes.
4. Determine costs of project management resources materials (books, on-line courses) and include as part of the learning/training budget for association leadership and committee team leaders.

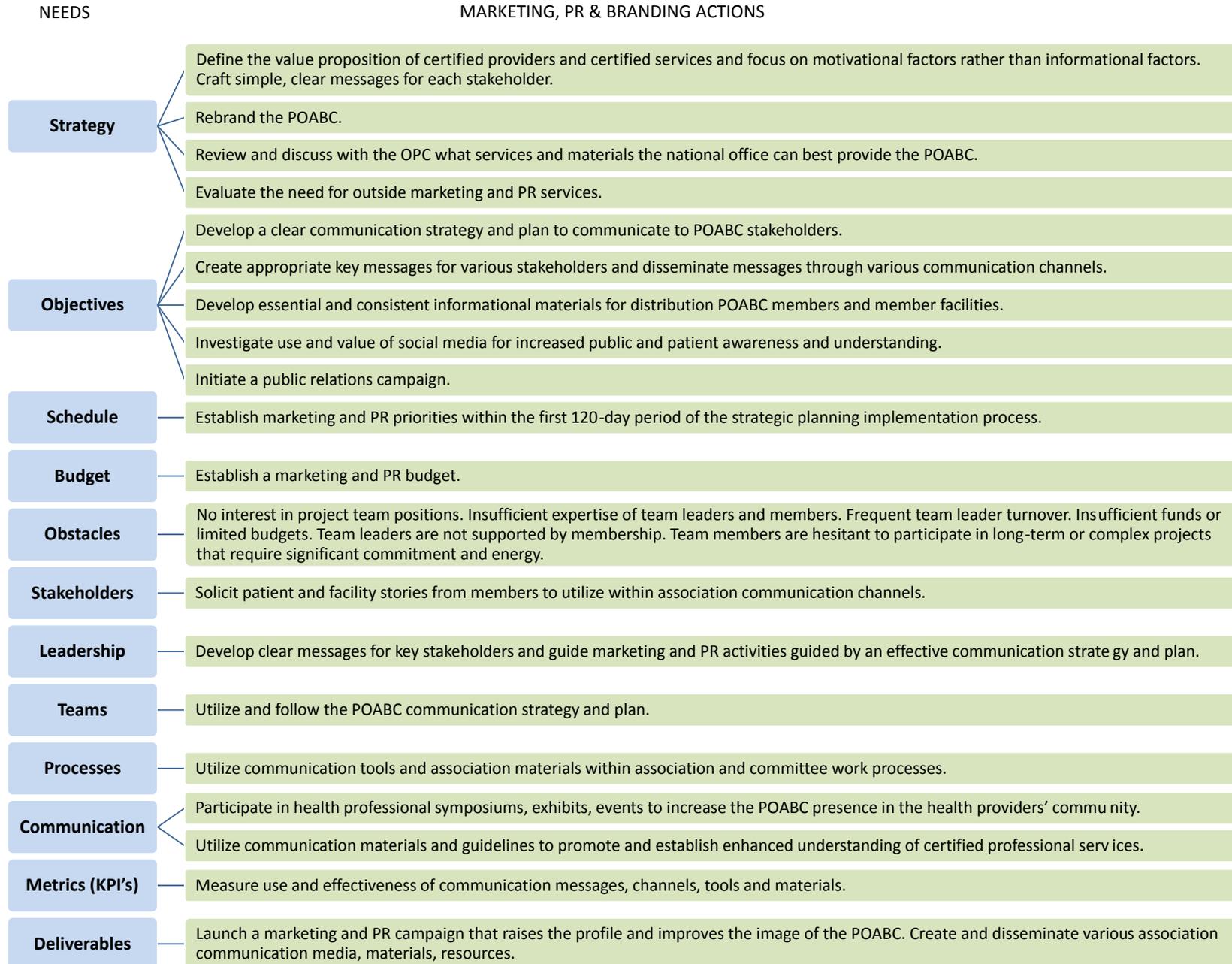
NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Association marketing and PR priorities are established.
- An association marketing and PR budget is established.
- Patient and facility stories are obtained from members to utilize within association communication channels.
- A public relations campaign is launched.
- POABC executive and project teams participate in health professional symposiums, exhibits, events and increase the POABC presence in the health providers' community.
- Association social media channels are established and communicate O & P facility stories to stakeholders.



<b>NEED</b>	Stakeholder Relationships		
<b>PROJECT</b>	Members & Facilities		
<b>GOAL</b>	Initiate and maintain programs and activities that promote strong relationships based on mutual needs, trust, respect and collaboration.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

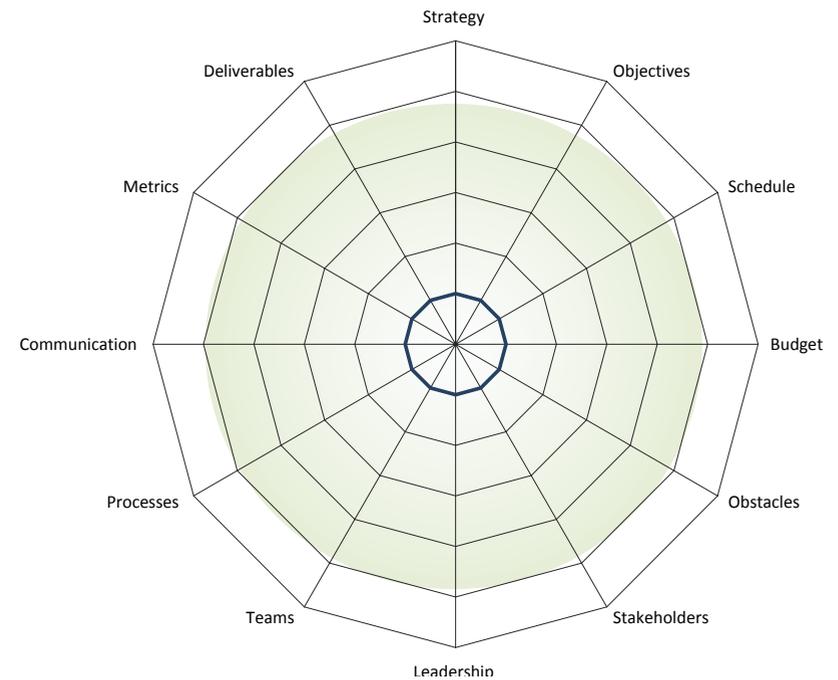
Project Priorities and Phases

1. Create activities that allow association members and member facilities and their staff to socialize and interact on a more personal level.
2. Incorporate social or educational activities within POABC membership meetings.
3. Establish a budget for association social activities.
4. Promote association social activities and encourage participation. Invite staff members and guests.
5. Establish an event preparation checklist with communication outreach activities to facilitate event management.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
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**NEEDS**

**MEMBERS & FACILITIES RELATIONSHIP ACTIONS**

<b>Strategy</b>	Create activities that allow association members and member facilities and their staff to socialize and interact on a more personal level.
<b>Objectives</b>	Create opportunities for new social and educational activities and incorporate social or educational activities within POABC membership meetings.
<b>Schedule</b>	Organize a social function or association group activity within the first 120-day period of the strategic planning implementation process.
<b>Budget</b>	Establish a budget for association social activities.
<b>Obstacles</b>	No interest in project team positions. Insufficient expertise of team leaders and members. Frequent team leader turnover. Insufficient funds or limited budgets. Team leaders are not supported by membership. Team members are hesitant to participate in long-term or complex projects that require significant commitment and energy.
<b>Stakeholders</b>	Solicit feedback from members on what activities would appeal most to members.
<b>Leadership</b>	Promote association social activities and encourage participation. Invite staff members and guests.
<b>Teams</b>	Organize and facilitate new inter-member and inter-facility activities within association processes and work processes.
<b>Processes</b>	Establish an event preparation checklist with communication outreach activities to facilitate event management.
<b>Communication</b>	Develop a list of networking opportunities for education, business and social events and activities.
	Invite facilities and their staff to participate in social, dinners, sports tournaments and outings, funding-raising or charitable activities or pursuits.
<b>Metrics (KPI's)</b>	Measure participation, responses, member feedback and effectiveness of activities.
<b>Deliverables</b>	Conduct social events, funding-raising and charitable activities.

**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Feedback from members on what activities would appeal most to members is solicited.
- Association social events, funding-raising and charitable activities are organized.
- Facilities and their staff are invited to participate in social, dinners, sports tournaments and outings, funding-raising or charitable activities or pursuits.



<b>NEED</b>	Stakeholder Relationships		
<b>PROJECT</b>	Allied Health Professionals		
<b>GOAL</b>	Cultivate and maintain mutually beneficial relationships with allied health professionals.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

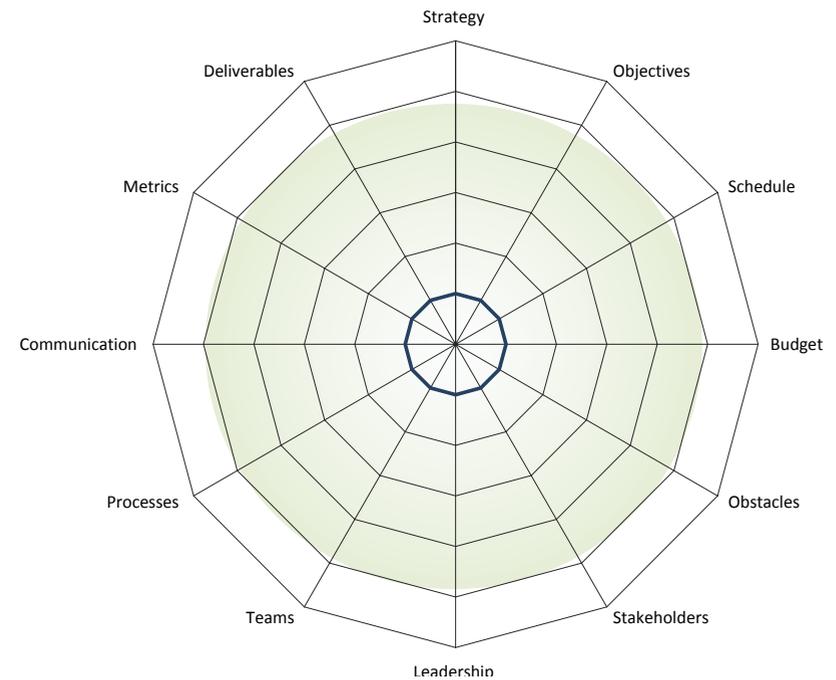
Project Priorities and Phases

1. Solicit assistance from association members to create a list of contacts and to conduct informational interviews on how orthotists/prosthetists and allied health professionals can interact and collaborate together.
2. Identify AHP activities and events to attend or participate.
3. Establish a budget for sending representatives to AHP events and activities.
4. Promote and encourage participation in AHP professional and social activities that provide opportunities for certified professionals to interact with AHP.
5. Maintain a current calendar of AHP activities within the POABC calendar of activities.

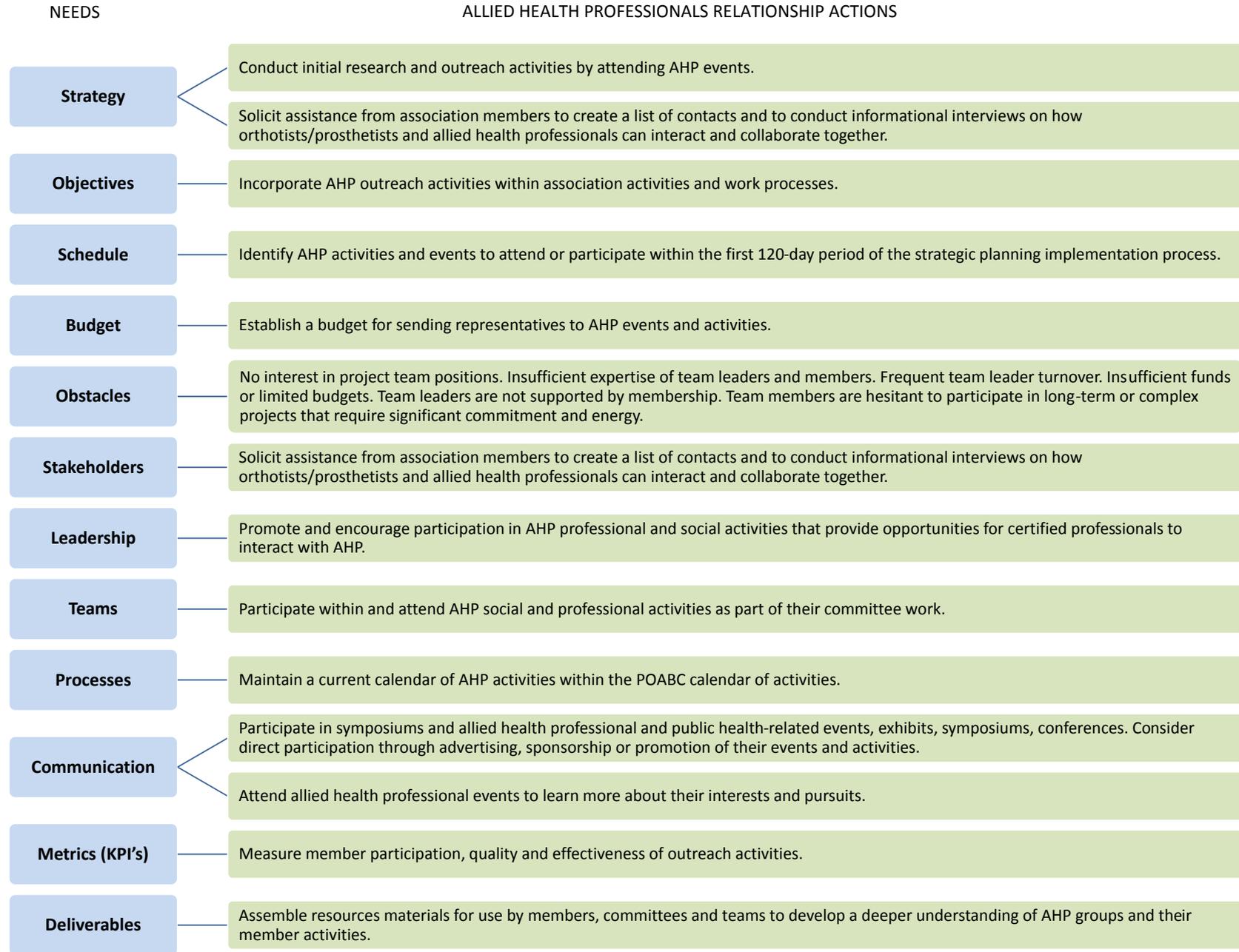
NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	1	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
Budget	1	Is there a realistic budget for the project? Is the project on budget?
Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the necessary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
Communication	1	Is there a communication strategy in place? Is the team communicating effectively with members and each other?
Metrics	1	Are the metrics in place to measure progress and success? Are the metrics being regularly updated in the sphere model?
Deliverables	1	Have the working documents for the strategic plan been completed? Are the documents and planning tools effective and adaptive?

Strategic Plan Project Sphere



5 = Need completed to satisfaction  
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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- POABC representatives participate in symposiums and allied health professional and public health-related events, exhibits, symposiums, conferences.
- The POABC participates through in AHHP advertising, sponsorship or promotion of their events and activities.
- Promotional and informational resource materials are provided to association members, committees and teams to develop a deeper understanding of AHP groups and their member activities.



<b>NEED</b>	Stakeholder Relationships		
<b>PROJECT</b>	Private and Public Funders		
<b>GOAL</b>	Establish processes that foster trust, increase respect and maintain open lines of communication for collaboration and problem solving with funders.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

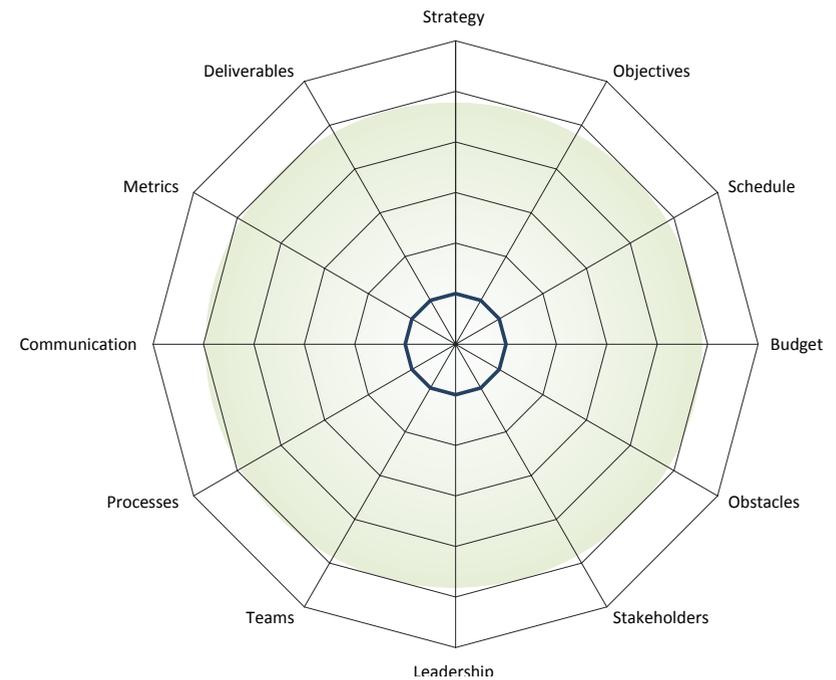
NEEDS EVAL ASSESSMENT

Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
Schedule	1	Is there a realistic schedule for completing the strategic plan? Is the project on schedule?
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Obstacles	1	Are the obstacles to successful plan implementation clearly identified? Can the obstacles be surmounted?
Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
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Project Priorities and Phases

1. Learn about government and funder needs, processes and policies.
2. Align certified requests, positions, proposals within funder policies.
3. Establish evidence-based processes to validate certified funding requests.
4. Work collaboratively to ensure regular service and funding reviews.
5. Develop a record of government and funder meetings discussions, funder positions, and failures to respond. Use the documentation to escalate issues to higher government and funder levels.
6. Establish contact with executive and operational levels of funders. Identify politicians, ministers and ministerial staff. Identify department heads, key decision makers and executives in each gvt area or program.
7. Formalize facility representation and funder relations funding model through a

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NEEDS

PRIVATE & PUBLIC FUNDERS RELATIONSHIP ACTIONS



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- A checklist of funder relations activities, implementation of new work processes and committee orientation requirements.
- A budget for funder relations activities is established.
- A conflict resolution process for POABC leadership, membership, work teams and committees is established.
- A funder relations initiative charter, a workplan and Terms of Reference (TOR) documents are established.
- Talking points for POABC positions on funding issues and certified services are established.
- A series of letter templates for use as follow-up tools and requests for clarification on key issues and government and funder positions are created.
- Informational materials for funding bodies explaining the value of certified services are developed.
- Government and funder resource materials that assist in creating a better understanding of their operational procedures and issues (annual budgets, newsletters, public press releases) are assembled.



<b>NEED</b>	Stakeholder Relationships		
<b>PROJECT</b>	Advocacy Groups		
<b>GOAL</b>	Create an open and lasting relationship with patient advocacy groups that is mutually supportive of orthotics and prosthetics patient outcomes.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

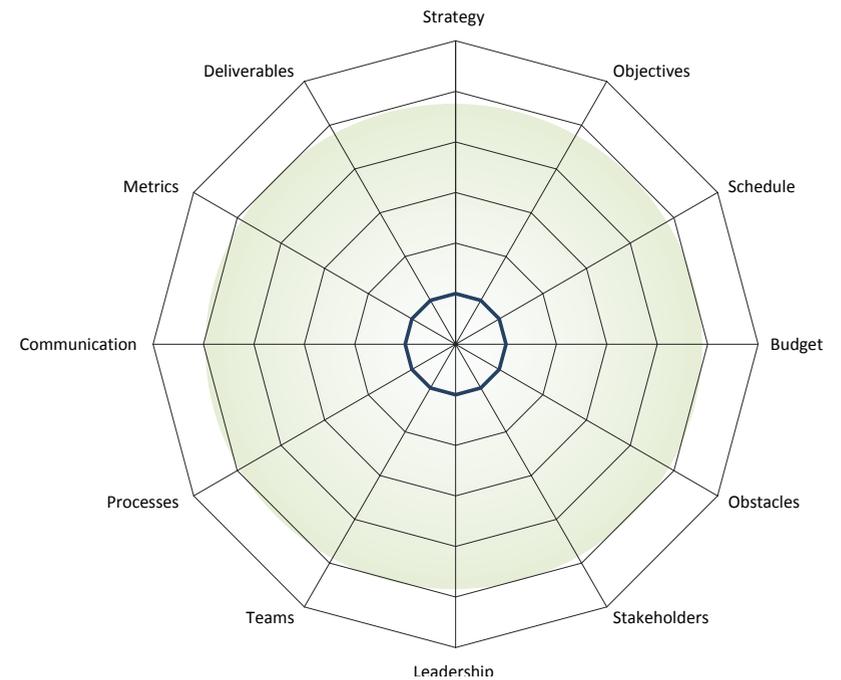
Project Priorities and Phases

1. Develop alliances and partnerships with external advocacy groups to strengthen the association’s influence and negotiation position with funders.
2. Establish clear guideline, boundaries, roles and responsibilities for cooperation and joint communication and activities.
3. Develop a list of collaborative activities and topics to engage advocacy groups in detailed discussions.
4. Establish a budget for advocacy collaborative activities.
5. Create meeting and activity reports, position papers, letters templates for use with private and public funder officials, and patient success media stories.

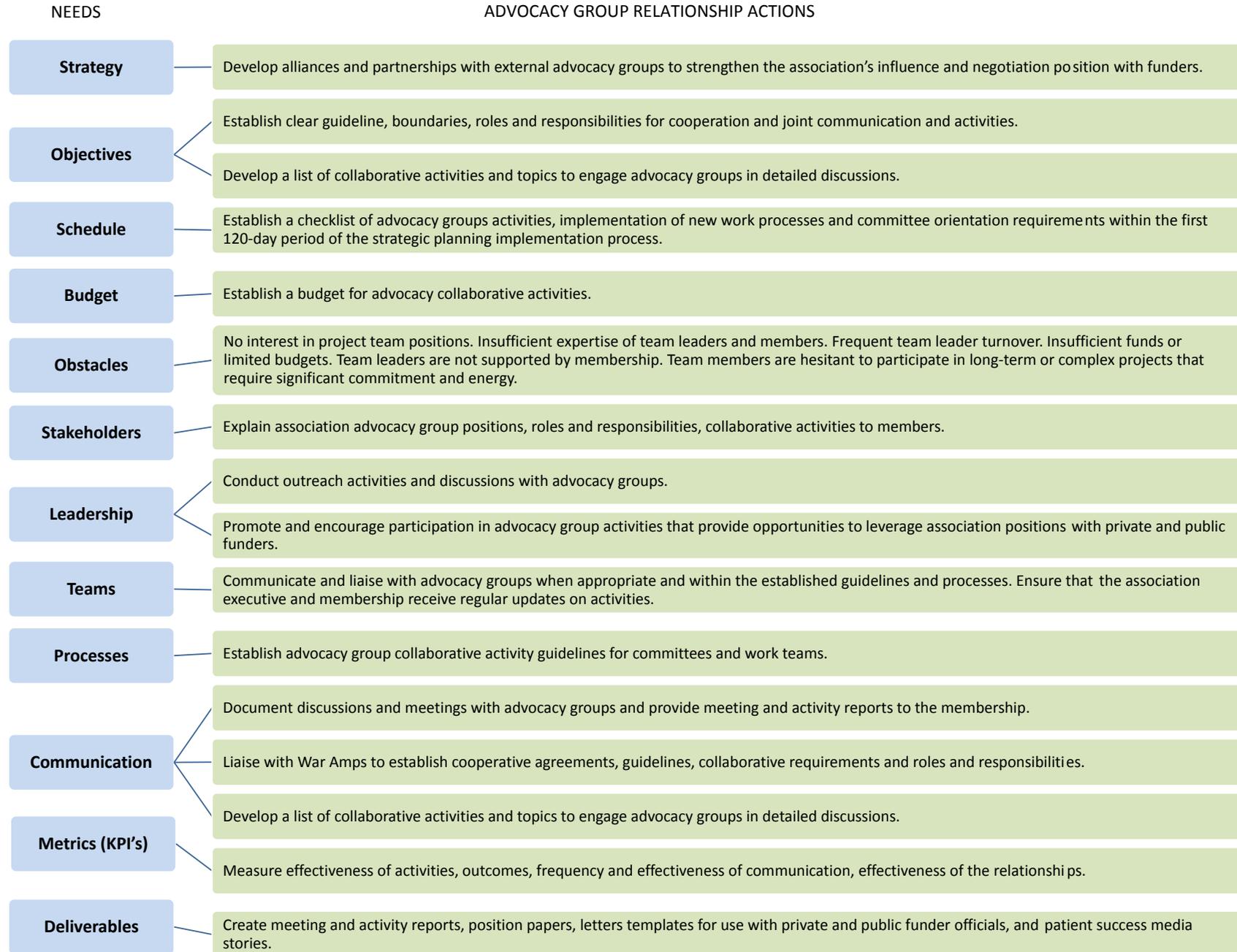
NEEDS EVAL ASSESSMENT

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Stakeholders	1	Are the stakeholders in the plan clearly identified? Are the needs of all stakeholders addressed in the plan?
Leadership	1	Do the leaders have the time and experience to lead the project? How well are the leaders performing their tasks?
Teams	1	Are the members committed to the project? Are the team members performing as required?
Processes	1	Are the nessecary co-creative and dialogic work processes in place? Are the work processes producing the needed results?
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Strategic Plan Project Sphere



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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- A checklist of advocacy groups activities, work processes and committee orientation requirements are established.
- Association advocacy group positions, roles and responsibilities, collaborative activities are explained to members.
- Outreach activities and discussions with advocacy groups are conducted.
- Discussions and meetings with advocacy groups and provide meeting and activity reports are provided to the membership



<b>NEED</b>	Stakeholder Relationships		
<b>PROJECT</b>	ORTHOTICS PROSTHETICS CANADA (OPC)		
<b>GOAL</b>	Develop a collaborative working relationship with the OPC that supports the POABC's mandate to represent certified professionals in British Columbia.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

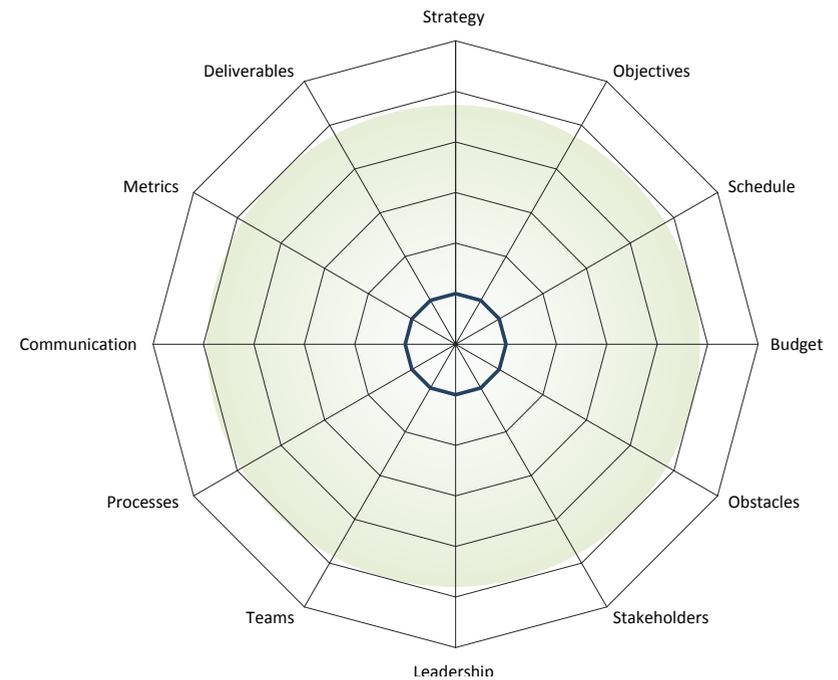
Project Priorities and Phases

1. Position the role of regional associations within the mandate and goals of the OPC.
2. Develop roles and responsibilities for collaborative activities between regional associations and the OPC.
3. Establish clear guideline, boundaries, roles and responsibilities for cooperation and joint communication and collaborative activities.
4. Establish a budget for cost-sharing collaborative activities.
5. Liaise with the OPC to establish cooperative agreements, guidelines, collaborative requirements and roles and responsibilities.

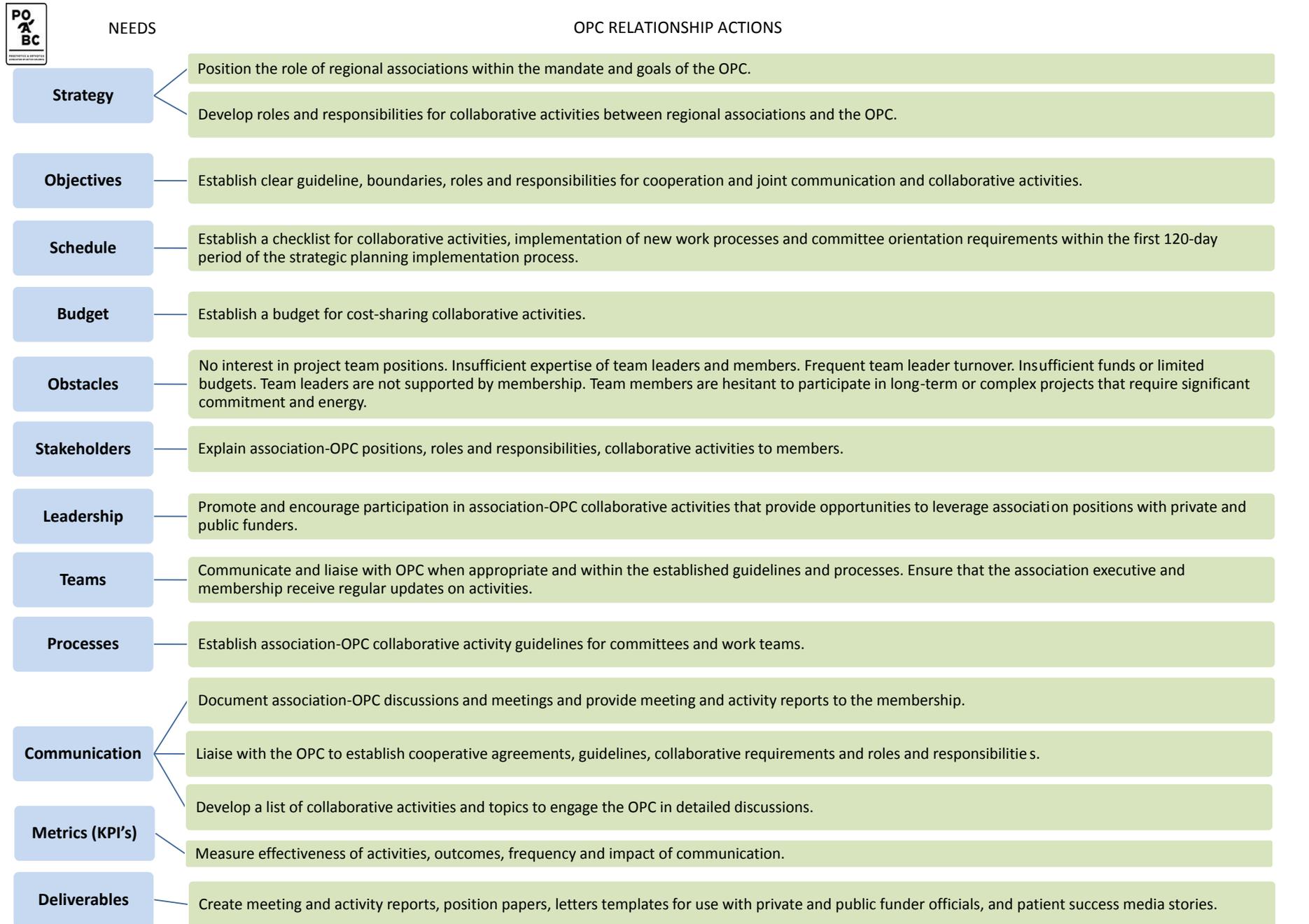
NEEDS EVAL ASSESSMENT

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**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- A checklist for collaborative activities, work processes and committee orientation requirements are established.
- Clear guideline, boundaries, roles and responsibilities for cooperation and joint communication and collaborative activities are provided to the membership.
- Association-OPC discussions and meetings and activity reports are provided to the membership.



<b>NEED</b>	Financial Resources		
<b>PROJECT</b>	Finance & Budgets		
<b>GOAL</b>	Develop and implement an association financial strategy, accounting system and budgeting process that is consistent, professional, transparent and		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

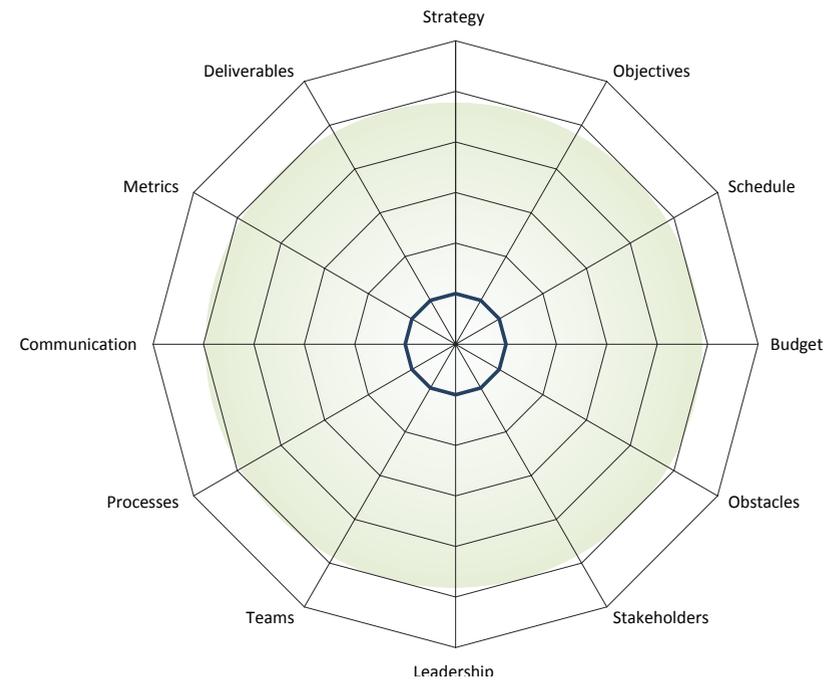
Project Priorities and Phases

1. Establish, manage and maintain operating budgets for association activities, committees, projects and initiatives.
2. Identify, allocate and manage the financial resources necessary to the implementation of association, activities, projects and initiatives.
3. Discuss facility representation and financial contributions in context of the association strategic plan and GR, goals, objectives and activities.
4. Build a financial reserve from funding contributors (BMG) and set annual contributions rates.

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
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## NEEDS

## FINANCIAL ACTIONS



**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- Facilities are convened to discuss and develop financial reserves for association initiatives and projects.
- A checklist for financial and budgeting activities, implementation of work processes and committee orientation requirements is established.
- A budget for association projects is established.
- Association operating budgets and financial reports are provided to the membership
- A yearly association budget estimate and review is conducted.



<b>NEED</b>	Financial Resources		
<b>PROJECT</b>	Revenue		
<b>GOAL</b>	Increase revenue from existing sources and develop new revenue sources for association operations and activities.		
<b>BUDGET</b>	TBD	<b>DURATION</b>	12 months
<b>TEAM LEAD</b>	TBD	<b>CONSULTANTS</b>	TBD
<b>TEAM</b>	TBD		

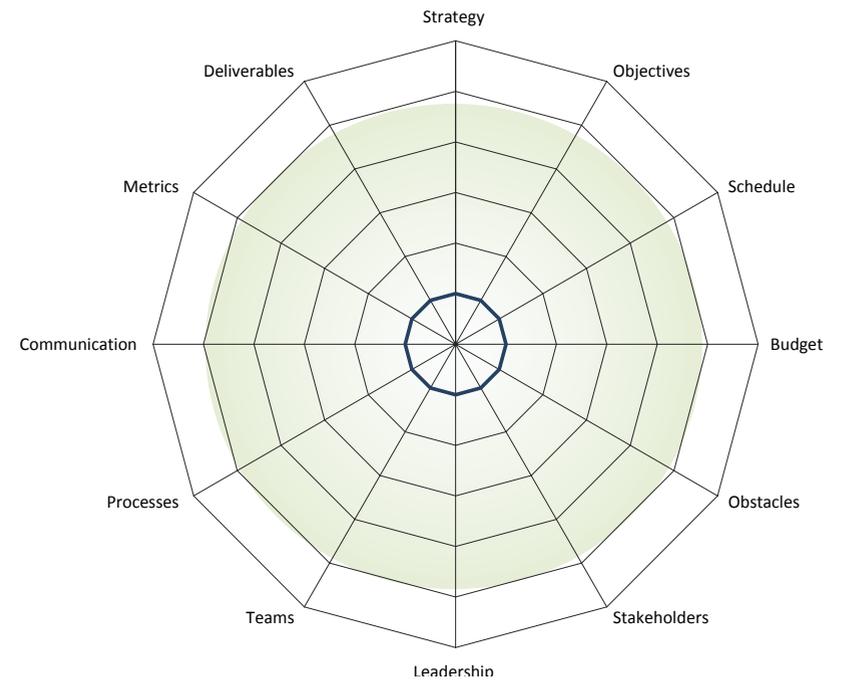
Project Priorities and Phases

1. Review membership fees, facility contributions and other sources of revenue for the association.
2. Establish an inclusive, fair and equitable revenue generation framework for the POABC membership and facilities to build financial resources and reserves for association activities, projects and initiatives.
3. Involve the membership in open discussions about the operating costs and value of a properly funded and supported association.
4. Develop a POABC sponsorship program, guidelines and financial targets.
5. Promote the value of association sponsorships to business contacts and associates

NEEDS EVAL ASSESSMENT

NEEDS	EVAL	ASSESSMENT
Strategy	1	Is there a strategy in place for developing an association strategic plan? Is the plan realistic and executable?
Objectives	1	Are the objectives aligned with the strategic plan? How well are the objectives being met?
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## NEEDS

## REVENUE GENERATION ACTIONS

**Strategy**

Review membership fees, facility contributions and other sources of revenue for the association.

Involve the membership in open discussions about the operating costs and value of a properly funded and supported association.

**Objectives**

Establish an inclusive, fair and equitable revenue generation framework for the POABC membership and facilities to build financial resources and reserves for association activities, projects and initiatives.

**Schedule**

Establish a checklist for reviewing revenue sources and options, and committee orientation requirements within the first 120-day period of the strategic planning implementation process.

**Budget**

Establish a budget for exploring and developing association revenue sources.

**Obstacles**

No interest in project team positions. Insufficient expertise of team leaders and members. Frequent team leader turnover. Insufficient funds or limited budgets. Team leaders are not supported by membership. Team members are hesitant to participate in long-term or complex projects.

**Stakeholders**

Explain the necessary revenue stream to run the association and projects. Determine the willingness of members and facilities to contribute to increasing revenue and revenue sources.

**Leadership**

Champion a revenue model for the association and engage members in the funding discussions.

Explore willingness of O & P suppliers and industry specialists to financially support the association through sponsorships.

**Teams**

Develop a list of potential industry and business sponsors.

Promote the value of association sponsorships to business contacts and associates and refer potential sponsors to the association executive.

**Processes**

Establish revenue guidelines and requirements to facilitate discussions and sign-ons of potential sponsors.

Develop a POABC sponsorship program, guidelines and financial targets.

**Communication**

Openly review and discuss revenue options with members and facilities.

Solicit input and feedback from member and facilities through online forums, teleconferences and meetings.

**Metrics (KPI's)**

Measure member acceptability and preferences, effectiveness of revenue options and processes.

Measure effectiveness, size of sponsorships funds, sponsorship renewals and outreach and promotion activities.

**Deliverables**

Create revenue proposals, reports and facility revenue agreements.

Create sponsorship informational and promotional materials.

**ADDITIONAL ACTIONS**

- 1.
- 2.

**PROJECT LOG**

- A checklist for reviewing revenue sources and options, and committee orientation requirements is developed.
- Association revenue proposals, reports and facility revenue agreements are provided to the membership.
- A list of potential industry and business sponsors is developed.
- Association revenue guidelines and requirements to facilitate sponsor discussions and sign-ons are developed.
- Sponsorship informational and promotional materials are developed.